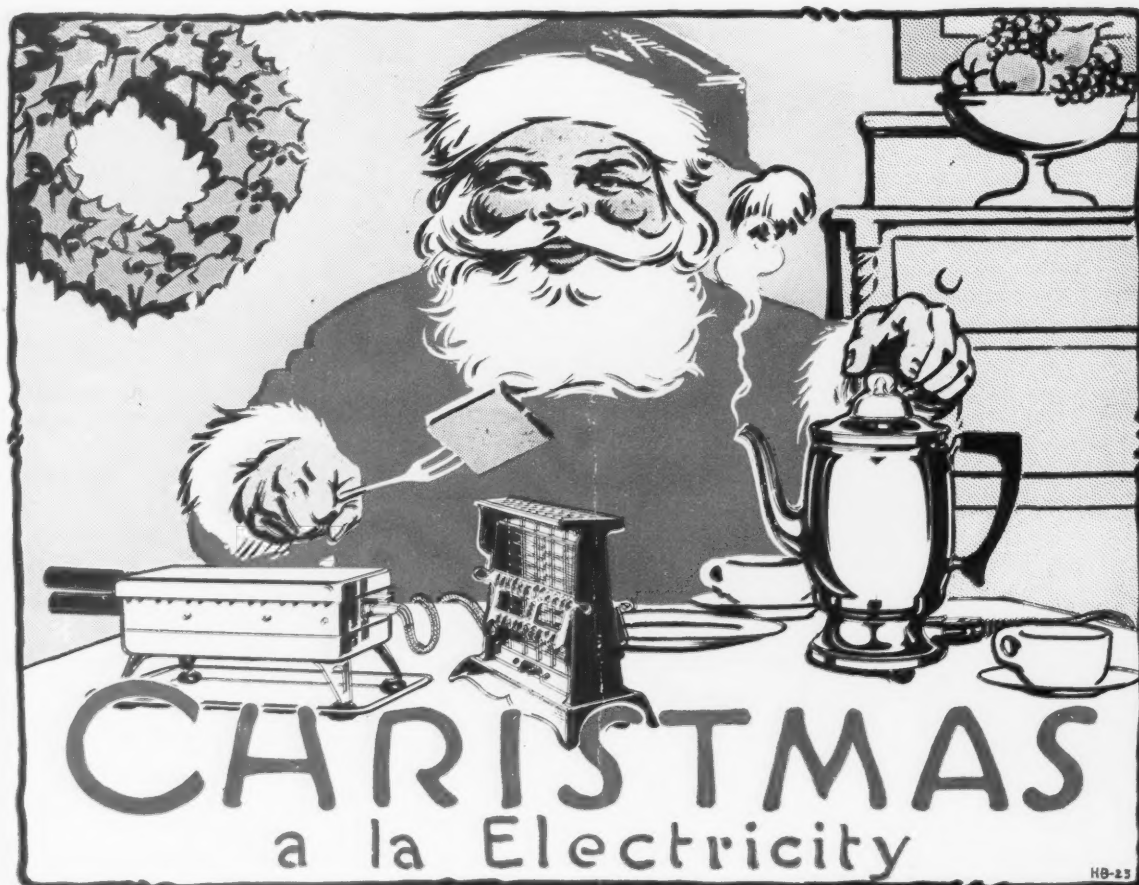


Electrical Merchandising

McGraw-Hill Publishing Company, Inc.



*Drudgery
Vanishes
When Electricity enters the home*



Profitable holiday sales will do much to insure a merry Christmas to the electrical dealer. Useful electrical gifts will make the yule-tide merry for their recipients. There is sufficient variety in electrical gifts for young and old to furnish a wide choice for holiday shoppers.

Lightening the Labor of the Home

G-E electrical gifts will lighten the labor of the home during the coming years. Their quality insures that satisfaction on the part of the buyer so essential to business prosperity.

Flatirons, ranges, table devices, G-E motor driven vacuum cleaners, dishwashers and washing machines are the best solution for the servant problem and, as such, bring easy, profitable sales to the contractor-dealer.

*Read the December Electrical Advertiser just out
—It will help you with your holiday campaign*

GENERAL ELECTRIC COMPANY

General Office

Schenectady, N. Y.



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ON THE WIRE WITH THE EDITORS



A Plan That Has in It "Something for You"

BETTER electrical merchants will mean better business for all of us—contractors, central stations, jobbers and manufacturing alike. A sound merchandising plan that will improve conditions in the retail selling field is bound to benefit, in general, every group and individual in the industry.

But in addition to the broad results that will come in this way, the contractor-dealer merchandising movement now making such headway under W. L. Goodwin's leadership, can offer some very definite benefits to the lighting company, the wholesaler and the manufacturer. And the plan should be looked at from all of these viewpoints, for in this matter of retail merchandising lies the solution to a lot of the problems that have been confronting the industry as a whole.

The central station, for example, wants security of public opinion and increased kilowatt-hour business. The plan insures these very things for the central station.

The jobber wants larger volume of sales, security of his position in the trade and with the manufacturer, better credit conditions, better collections, and his customers to be better business men. The plan offers these to the jobber.

The manufacturer wants simplification of his selling problem, lowered cost of distribution and selling, wider use of his products, and security for his business (particularly is this so if it is a small one). And these are the offerings the plan holds out to the manufacturer.

The contractors, therefore,—in asking the sympathy and interest of the other electrical branches, while the contractors' associations are carrying out their present organization program,—can themselves take pride in the fact that they are getting ready to go before the industry with a plan which offers a great deal also for the lighting company, jobber and manufacturer, if each of these groups will study, understand and apply it.

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ELECTRICAL MERCHANDISING—MEMBER SOCIETY FOR ELECTRICAL DEVELOPMENT, INC.—"DO IT ELECTRICALLY"

Merchandising Policy, Public

How Central Station Will Benefit from "Pacific Coast Merchandising"

A Little Catechism of Lighting Company Policy that Points Out Matters of Public Opinion and in Increasing Its Kilowatt-hour

1



Does this Merchandising Plan mean that central stations shall give up selling appliances?

NO. The merchandising plan urged by ELECTRICAL MERCHANDISING, and by W. L. Goodwin before the contractor-dealers of the country, does not contemplate that the central station necessarily go out of appliance selling. It urges only that *if* the central station continues doing merchandising, it conduct this business on the same basis as any other merchant would—meeting from appliance-sale receipts all costs, "overhead," etc., of such appliance business. And, of course, sound merchandising will make available more money for the salaries of sales manager, salesmen, and demonstrators than any "selling-below-cost" policy.

2



Why should the central station earn "overhead" and profit on its merchandise sales?

BECAUSE, *only* with the central station doing its merchandising on a sound cost-paying basis (or devoting its energies entirely to the sale of electric service) can the way be opened for profitable appliance selling by local dealers—not alone by one or two, but by many. Under such conditions electric shops will be opened up throughout the community—each shop a new center for the sale of appliances and supplies, and each serving a new group of customers not before reached by the lone central-station salesroom.

5



What effect does the electrical contractor have in shaping public opinion toward the lighting company?

THE FRIENDSHIP of the electrical men of any community means probably more in the molding of favorable public opinion toward the local utility than any other single influence. This fact many central-station managers now realize. The contractors and dealers, in daily contact with hundreds of the company's customers, involuntarily or voluntarily shape by their own attitudes the customer's opinion toward the company. For the public naturally credits the statement of any electrical man concerning the electric company. This molding of public opinion goes on every day. Is it worth while for the utility manager to see that *good opinion* is distributed in this way?

6



How can the contractors help express public opinion toward the central station?

WHEN UNJUST RATE REDUCTIONS are threatened the central station's own greatest security lies in getting the facts to the public with the help of its contractor-dealer friends. Do you know that on the Pacific Coast, in districts where sound merchandising principles underlie the electrical business, committees of electrical contractors, dealers and jobbers have voluntarily appeared before commissions and councils, and, as impartial witnesses, have so effectively presented the fairness of the central station's position that without further defense by the company its claims were sustained? Would *your* contractors be ready to help you in a similar emergency if it came to-morrow or next week?

Policy, and "New Business"

dising Plan" Now Being Adopted by Contractor Associations

Ways the Contractor Dealer Can Help the Central Station, in
Business—if Given a Chance under a Sound Merchandising Policy

3



Why will a sound merchandising policy act to increase business on existing central-station lines?

BECAUSE with a dozen or so dealers' electric shops selling appliances, each spurred to top selling effort by the initiative of an independent business man, the number of appliances sold, and hence added as load on the central-station lines, will be larger by far than if distribution is through a single company salesroom alone. And, after all, it is kilowatt-hour sales that the central station is after, no matter who sells the appliances.

4



How can the lighting company enlarge its sales force without cost to it?

A FAIR SOLUTION of the merchandising problem in any community will win for the central station the friendship and help of the electrical men of the town. As a result the central station will have dozens of contractors, dealers and their employees working and "selling" for it as earnestly as if actually on its payroll. Thus without a cent of expense the company will secure the services of dozens of men, hardly one or two of whom it could attract, by salaries, to render it the same service.

7



Why are local contractors useful allies in opposing destructive agitation?

PUBLIC OWNERSHIP AGITATION often develops owing to misunderstanding of the facts involved. Electrical contractors—because they know the electrical industry and because they have the confidence of local business men—can help, more than any other group, in pointing out to fellow citizens the objections they see to such ownership or agitation. Rather than have on the side of the agitators local electrical men unfriendly to the company, the central station should be able to depend upon the help of its contractor-dealers in talking constructively to other citizens—"as one business man to another"—and telling of the objections they, as electrical men, see in a destructive policy toward a company that is giving good service at a fair price.

8



In what ways will the customer profit from a sound merchandising policy?

HE WILL GET better merchandising service—that is, the plan will "make it easier to buy electrical goods."

An eventual reduction in the cost of electrical merchandise because of economies in manufacture and distribution of the larger volumes this plan insures.

An eventual reduction in the cost of using electricity as (1) the volume of use increases, and as (2) the present cost of distributing appliances is eliminated from the "overhead" of utility operation.

A higher quality of goods, as manufacturers, jobbers and dealers compete each to offer the best product.

And, altogether, more complete electrical equipment for the individual customer that will "lighten the labor of the home," office, factory and shop.

"Lighten the Labor of the Home"

This War-Time Christmas Market

Why It Brings Special Opportunity to the Electric Store to Sell Useful Gifts This Year. How to Take Advantage of It

By EARL E. WHITEHORNE



Floodlighted municipal Christmas tree at Wenatchee, Wash., illuminated by three projectors installed by Electric Supply Company of Wenatchee. Snow fell a few hours after the tree was erected, adding greatly to the effect of the floodlighting.

THE OTHER day I talked to one of the officials of a very large department store organization. The firm operates two of the most famous department stores in the country, located in two Eastern cities. I asked this official how the war had affected their sales and what sort of a Christmas market they were preparing for.

"We have had one of the biggest fall seasons this year, in both our stores, that we have ever known," he said. "The people are buying on a scale far beyond former years. Everybody seems to have money and is spending it. Instead of decreasing our business, the war has stimulated it, because of the increased general prosperity, I suppose. As a result, we are preparing for a Christmas season that is going to break all records."

"Have you noticed," I asked, "that there is any tendency to buy more sensibly, to spend the money for useful things rather than luxuries and extravagance?"

USEFUL LABOR-SAVING DEVICES IN DEMAND AS NEVER BEFORE

"Yes, and no," he replied. "This country's experience in the war has not gone far enough yet to make any great impression on the mass of the public. Fixed habits do not change so soon, and because the people have more money now they are spending more, just as they always have."

"We have noticed, however, that there is a marked increase in the demand for labor-saving devices of all descriptions for the home and for other articles that contribute to house-

hold comfort. This I suppose is caused by the aggravated servant situation and by the greater war-time interest in conservation and efficiency. We believe that this Christmas there is going to be a higher percentage of useful gifts sold, but the season will be big. The people have the money and they are going to have their Christmas just the same as before the war."

It seemed to me that this bit of experience and opinion was particularly interesting to all of us who are concerned with the merchandising of electrical appliances. We have a part to play in the coming Christmas market, also, and every local contractor, dealer and central station who sells at retail to the public should appreciate just what this coming opportunity will offer him. For Christmas profits

are made with a rush and they are limited inevitably by the preparations that are made beforehand.

YOUR SHARE IN THIS CHRISTMAS BUSINESS

What is this Christmas going to offer you in your town? That's the question. And it is only necessary to look back and count over the bits of evidence that you have seen and felt to see the answer clearly.

In the first place, electrical Christmas gifts have grown tremendously in popularity these last five—yes, ten years. When it first dawned on the industry that these appliances would make good Christmas merchandise, the whole idea was brand new to the public. But gradually as the number and variety of these devices increased so has their fame.

The number of households that have installed electric service has multiplied steadily. Week after week, month after month and year after year, to all these people in their homes, the electrical manufacturers have kept up a never-ceasing drumfire of education publicity to the millions of readers, over and over again.

The message has come through advertisements in the popular magazines, from the local publicity of central stations, contractors and dealers, from their window displays and their stores and ever with increasing influence from the example of the growing number of appliances seen in use in the homes about us.

THE ELECTRICAL GIFTS AT ONCE A LUXURY AND AN ECONOMY

So the electrical appliance, in the popular mind, has made its progress step by step, from the "new-invention" class to general acceptance as a practical utility. It is no longer looked upon as an innovation, a novelty, a plaything or a luxury, but as modern household equipment that saves time and work and adds to comfort and convenience. And yet, these electrical devices are of a character that commends them for gift purposes.

There will always be a touch of luxury about them, even though they bring most practical economies. They are "personal" gifts, yet gifts of service to the entire family. They are gifts which last and stay in use for years, a permanent reminder of the giver. And it is for these reasons that the electrical Christmas gift has gripped the popular mind, and come

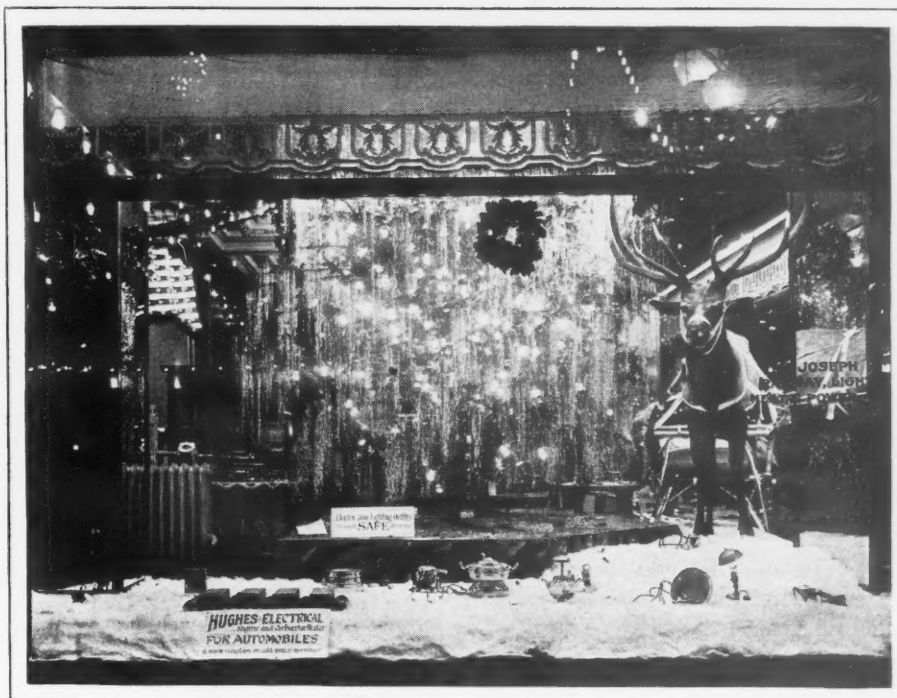


A motor-driven sewing machine and a Santa Claus in a chimney (Santa being made from a female cardboard "cut-out" supplied by the manufacturer the preceding June), provided the moving features in this dealer's display. The pedestal in the middle of the entrance-way carried a pile of "Christmas Suggestion" booklets where passers-by could pick them up and hurry on their way, later making their return visits with their shopping lists filled in completely.

to be a feature of the holiday shopping market. The electrical men have sold the idea to the public, but the merchandise itself has pleased the purchaser and made good in a big way as a Christmas line.

If there had been no war come to us in this country, therefore, we would have naturally expected a bigger Christmas this time than last

year, just as our share of the profits has been growing greater every season. But a war has come, and with it several brand-new influences that affect the situation mightily. Everything we buy costs us more money than it did, and still more. Our income taxes have doubled and gone bigger still. Liberty Bond campaigns and war-time charities have set up an



A display like this illustrates the striking effects to be obtained with a liberal use of Christmas-tree lighting outfits. The snow foreground of the window provides a good setting for the appliances offered as gifts. Note also the method of featuring a novelty in the form of the electric heater for automobiles. Gift buyers are always looking for novelties, and such devices can be featured at Christmas time, to the dealer's advantage.

appeal for other dollars that we cannot fail to meet. The food conservation movement has set everyone of us to better housekeeping. Munition plants have put a premium on labor until it is almost impossible to keep domestic servants. And what is the result?

THE SPIRIT OF THE TIMES WILL HELP YOU SELL USEFUL GIFTS

Every family is trying to stop spending money foolishly and is learning to be thrifty. Every family is trying to save food and expense, by introducing more efficient methods in their business of home operation. Every woman is trying to save labor and gain time for the Red Cross work. Every man is taking interest in the matter of do-

flation for their present to their parents. These will be gifts of love and service most appropriate to the times. These things are in the spirit of the effort everyone of us is making to be more efficient and more thrifty in our homes. They will be gifts of comfort that will be joyfully and gratefully received, for they are free from every taint of extravagance.

BOUND TO BE HEAVY CHRISTMAS BUYING THIS YEAR

Everything combines, therefore, to urge every electrical merchant to big preparations for this coming war-time Christmas. For even as the department-store man said, there will be a bumper market this season. Ask any man you meet how business is, and



Here the tie-up with the Christmas idea is through the placard, "Make Your Home Happy by Making It Brighter, Make Your Home Brighter by Using Mazda Lamps."

ances to countless new homes, which will thereupon become good prospects for more electrical merchandise through the coming years. It is up to you to take hold now and spread the thought: "Give Something Electrical This Christmas." You must begin right now.

GET YOUR STORE READY FOR CHRISTMAS

What shall you do? Well, what do other merchants do? Just get right into the game. Trim up your store and make it look like Christmas. Make it stand out on the Christmas shopping streets as a bright spot rich in suggestions. Do everything you can to catch the shoppers' eye and interest. You have a great advantage this year. You can beat the other merchants at their own game.

Follow up your Lighten Labor in



The manufacturers of paper novelties offer many attractive designs which help the window trimmer get up an appropriate background at small cost. Holly-covered boxes for appliances add the Christmas spirit to both window and store interior.

mestic management and household equipment as he never has before. And all of us are turning to the electric washing machine, the vacuum cleaner, the dish washer, the bottle warmer and all the little table cookery appliances that offer ways to do quickly and cheaply the work that the servant has been doing laboriously and wastefully in the past. We are turning to electricity to save us hours and steps and fuel and food and other dollars, and when this Christmas comes we'll find that husbands will be buying a washer or a cleaner as a present for their wives. Fathers will buy a bottle warmer, heat pad, grill or toaster for the married daughter. Children will be buying an electric percolator, waffle iron, chafing dish or

except in isolated cases where the war has wrought some great reduction on his particular industry, the response is quick and hearty: "Good!" Merchants are enjoying an unusual volume of sales. Manufacturers are running full blast. All around us is the evidence of a prosperous activity. Money is plentiful, and though expenses are likewise up, there seems to be enough and to spare. Everybody is getting ready for unusually busy Christmas shopping weeks, and so must you.

You have already won your place in the market. You have the goods that fit conditions this year to a "T." You have a chance not only to make a lot of extra profit from this opportunity, but also to introduce electric appli-



The attractive Christmas poster of the Society for Electrical Development Inc. The society has taken for its 1917 slogan: "Give Something Electrical This Christmas."

the Home Campaign that has prepared the way for you. You have been preaching, demonstrating the economy and utility of the various appliances; now show how suitable they are for Christmas giving. The special Christmas campaign that has been prepared by the Society for Electrical Development will be of great assistance. They have prepared a wealth of ideas and suggestions for your use. The manufacturers have provided "dealer helps" that will assist you greatly. The slogan of this campaign is, "Give Something Electrical This Christmas." That's just what you want to say in your own campaign.

CHRISTMAS-TIME IDEAS TO USE

The accompanying pictures show some of the things that other electrical men have done in other Christmas sales, in other cities. There are so many things to do—the Christmas decorations, the outdoor Christmas trees, the Christmas window displays, the Christmas wrappings for the packages, the Christmas gift suggestions sent by mail, the telephon-

ing to old customers who have not called this year, the special sales and demonstrations, the hundred and one things that are traditional in Christmas selling. But there is another point most important this year and that is to go to the men, to every business man whom you can call on in his office. Give him the idea of giving this kind of a present to the members of the family. It is the thing for him to do in war time. He will see it. It will sell no end of washers and cleaners and the rest of the electrical home helpers.

For that will be the idea this year—something useful, something sensible, something that will bring efficiency, economy and thrift into the home in some new way, and yet express the spirit of the old-time Christmas, too. You have the opportunity to play a big part here and win a big reward in profits and in satisfaction, but everything must be made ready now, the plans, the advertising and the stock. There must be plenty of good gifts to sell if you would have good business.

Rubber Stamps Help Compute Lighting Bills

Since putting into effect a block rate for residential and commercial lighting in New Orleans, the Consumers Electric Light & Power Company of that city has developed a set of rubber stamps for bill-making which has effected a considerable saving in clerical work.

The stamps are made up to cover bills for any consumption between 1 kw.-hr. and 300 kw.-hr., and by

Service Charge.....\$.25	Service Charge.....\$.25
20 K.W. Hr. @ 8c. 1.60	20 K.W. Hr. @ 8c. 1.60
25 K.W. Hr. @ 7c. 1.75	30 K.W. Hr. @ 7c. 2.10
	150 K.W. Hr. @ 6c. 9.00
	90 K.W. Hr. @ 5c. 4.50
Total Gross Bill...\$3.60	Total Gross Bill...\$17.45

their use figuring is completely eliminated in that range. Besides covering most of the monthly bills of the company, the system does away with the chance of mistakes in addition. The cost of the complete set of stamps was approximately \$85 and the company feels that the investment will prove a paying one.



The Christmas setting of the electric store should put forward the "Useful Electric Gift" idea—suggesting articles that will bring efficiency, economy and thrift into the home in some new way. Yet the spirit of the old-time Christmas must also be expressed

A Code of Practice for the Contractor

Fourteen Principles of Business Conduct Which
Have the Approval of Leading Contractors' Organi-
zations — How to Make Such a Code Effective

By F. W. LORD

President Lord Electric Company, New York City

A GREAT deal of thought and study has been given to codes of practice and codes of ethics for electrical contractors, but such codes are apt to be lost sight of, even if formally adopted by contractors' associations. They thus become ineffective, not, however, through intentional neglect but because contractors forget having ever subscribed to such a code. And this forgetfulness seems very natural when one reflects that no reference in every-day practice is ever made to a code of this nature by contractors generally.

The only way to make such a code effective is to refer to it specifically on all proposals submitted, by some such legend printed on the contractor's letterhead as follows:

All proposals are made subject to the

standard Code of Practice recommended by (giving the name of the association or body supporting the code).

Great care must be taken not to adopt any articles which are unfair or in any way illegal, for by so doing the effective value of the entire code would be jeopardized.

The accompanying Code of Practice has been adopted by the Institute of Electrical Contractors of New York City and other organizations and was submitted to the Conference Club of larger electrical contractors at its New Orleans meeting. It is recommended to architects, consulting engineers, contractors and owners as a step toward the standardization of many practices in connection with original contracts and charges for extras which, unless definitely settled in ad-

vance, give rise to misunderstandings on both sides and frequently to controversies and litigation between contractors and clients.

Exception may be taken by some to the latter part of Article I, referring to the charging of a fee for making estimates. As this is not customary, it might be well not to insist on this, as the friction and criticism which such a provision might engender would do more harm than good to the industry. It is submitted more in the line of a suggestion in the hope that the time will come when estimates will be paid for. It costs the contractor time and money to make an estimate, and he should be paid for this service on the same principle that any professional man is paid for a consultation.

A Standard Code of Practice for Electrical Contractors

1. Contractors will submit bids for electrical work upon condition that a full set of plans, specifications and general conditions be placed at their disposal for a reasonable time, free of cost, for use in their office for the purpose of preparing an estimate. If for any reason the contractor is not so supplied with plans and specifications, he shall charge a fee for making his estimate to cover the cost and extra risk involved.

2. The standard form of contract of the American Institute of Architects is to be the basis used for all bids, unless otherwise decided by agreement.

3. The contractor shall be paid monthly in cash at least 85 per cent of the value of the materials delivered and of the labor performed.

4. Each contract shall provide for prompt payment and require final inspection and payment in full within thirty days of the completion of the work covered by said contract regardless of the final settlement for the building as a whole, or for the work of any other trade.

5. Differences arising between the contractor and other parties on a con-

tract are to be subject to, and settled by arbitration.

6. The contractor shall not be responsible for loss due to any delay in the execution of the contract when such delay is in no way his fault. The time lost on account of strikes, lockouts, fire, washouts, delays by transportation companies, or by any other causes over which the contractor has no control, will be added to the time allowed for completion of the work covered by the contract.

7. The contractor will not include in his estimate any charges for surety bonds or insurance not required by law; or any general charges for cleaning, removal of rubbish, patching or repairing of plaster, brick or terra cotta; for breaking of glass, for office or telephone service, for water, light, heat, fire insurance, scaffolding, use of general gangway, of hoisting apparatus, or of inclosures or stairs; or any other similar charges, unless agreed upon in advance.

8. The contractor shall not be required to cut any work except his own and shall not be required to cut, alter or move even his own work if the need be due to any cause for which he is not responsible.

9. Unless specifically provided for in the contract, an extra charge will be made for any special finish or variation from the standard materials.

10. Changes in or additions to contract plans or specifications shall be made the subject of estimate, or shall be based on the time and materials involved.

11. If the regular and normal progress of the work is held up on account of extras or changes or other causes over which the contractor has no control, an interference or interruption charge shall be made, depending on the extent of the interference or interruption.

12. A fair price will be charged for drafting or engineering services when the contractor is called upon to render such services.

13. The contractor shall not include temporary lighting in his estimate unless the quantities are distinctly stated. In no case should he include in an estimate maintenance or cost of current except on a percentage basis.

14. "Cost" shall be understood to mean cost of materials and labor, plus the administrative or overhead expense.

Finding the Real Cost of Appliance Selling

How a Great Central-Station Syndicate Has Analyzed Its Retail Merchandise Sales, Charging Its Local Merchandising Departments With the Proper Share of Expense

By FRANK B. RAE, JR.

AN OLD Dutchman of my acquaintance, who had accumulated something more than half a million by a combination of frugality and shrewdness, told me once that the real inside secret of success in running a general store consists in making every department pay its individual profit. He recited how, in Three Rivers, Mich., he had established a grocery department in connection with his general store. At the end of the year that department was losing money for him at the rate of a dollar a day. "So-o-o, I chust shuts 'em up," said old John.

He went on to explain that nine men out of ten think of business either in too great detail or in too wide generalities. "Somedimes counting der grains uf sand in der sugar, und somedimes lumping a liddle dtrip to Chucago into der over-der-head egz-penses."

I was reminded of old John's philosophy of accounts the other day when Harry McConnell gave me the details of how his company is now keeping books on its merchandising department. As is well known, McConnell's people are a mighty shrewd and successful organization. Other central station syndicates may be nearer to the spotlight, but none, I am willing to wager, is nearer to bed rock. Which makes McConnell's story all the more interesting and valuable to other central stations who, through reading this experience, may be led to take a hard, honest look at their own book-keeping systems.

THE CASE OF THE PROFITS THAT WERE NOT

The story rightly begins in a meeting of executives some three years ago. They were going over the annual reports and one item stood out with particularly pleasing prominence—"Net profit on appliances, \$60,000." The big men looked upon this as so

much "velvet," because appliances for some vague reason are not supposed to yield a central station any direct profit, most central stations being well content if they break even on this department.

At the next meeting a veritable small riot started when the same item

keeping." Then he told that assemblage of hard-headed, astute and successful business men that they were all wrong in their accountancy methods, that they had been kidding themselves with a system which showed a false profit in one place and a burdensome expense in another. It is true



One way to get at the amount of rent to be charged to the appliance end of the central station's business was to find out how much the utility company could save on its office rent by moving away from its present location to less expensive quarters that would provide adequately for its public-utility business alone

was read—"Net loss on appliances, \$38,000." You can imagine the apoplectic executives fainting in their chairs at this little difference, on the wrong side of the ledger, of \$100,000 in a single year. McConnell was dragged upon the carpet much after the manner, I imagine, that Charlie Chaplin makes an entrance.

BOOKKEEPING THE ANSWER

But the comedy stopped right there. McConnell had spent a year getting ready for that grilling, and he had the answer on the tip of his tongue. It consisted of one word; namely, "Book-

that the final sum available for dividends was the same—everything else equal, the final sum available for dividends is the same whether you keep any books at all or not—but the big idea in accountancy is to know the facts about a business, and the old method produced reports which consisted not of facts but fiction.

"Why, gentlemen," said McConnell, in effect, "last year, instead of making \$60,000, as you supposed, you actually lost over \$100,000. If we figured our present year's business on the old basis we'd be making \$104,000 instead of losing \$28,000. As a mat-

ter of fact we are a great deal better off this year than last—about \$50,000 net better off."

The system which accomplished this result is not of itself anything very wonderful. It took a lot of hard work upon the part of McConnell and George Bauer, the certified public accountant, but after the system was finished and installed one was compelled to wonder why the books were kept in any other way.

MAKING EACH DEPARTMENT PAY ITS WAY

The whole system is based on the principle set forth by my Dutch friend: "Success consists in making every department pay its individual profit." McConnell believed that the appliance department and the commercial department should be separated and each made to stand on its own feet. The old system bulked the expenses of the two departments and then arbitrarily apportioned it again. Nobody knew the cost of selling either appliances or electricity.

Our friend, Edward N. Hurley, when he was chairman of the Federal Trade Commission, had quite a bit to say on this subject of knowing your costs. He pointed out, among other pertinent facts, that the merchant who doesn't know his costs does not know how to price his goods and consequently is a dangerous competitor for other merchants.

COST KNOWLEDGE WILL HELP BOTH CONTRACTOR AND CENTRAL STATION

Which brings us to another very vital point in this whole discussion; which is, that because central stations, as a class, do not know their merchan-

dising costs, they are dangerous competitors of the contractor and dealer.

Half the friction between these two groups of the electrical trade is undoubtedly due to this one fact—neither side knows its costs or else they have no common basis for finding costs. And so, when the contractors or dealers price their stuff so as to make a profit the central station berates them for a crew of unmasked highwaymen, and when the central station man sells appliances or does job work at prices that would put an independent businessman in limbo, the contractors and dealers accuse him of willfully and maliciously ruining them.

The trouble, I say, is that they either do not know costs at all or they use such different methods of arriving at costs that the resultant prices are far apart. If Brother Goodwin—the man who is so manfully and intelligently striving to line up the trade in peace and amity through his electrical merchandising plan—will put even more emphasis on bookkeeping in his propaganda I am convinced he will have easier sledding.

* * *

BUT to get back to McConnell and his cost-finding system. He started with this basic idea: To charge against the merchandising department all costs which could be eliminated if the companies *did not* sell appliances. The best way to understand what is meant by this is to consider the item of rent: McConnell's companies are all housed in good quarters in prominent locations, and are provided with first-class appliance sales rooms. Supposing they

were *not* selling appliances, how much could they save on the item of rent by moving to quarters which would provide adequately for their public utility business alone? Whatever this saving would amount to is charged against the appliance department as rent, for it was always found that a suitable location for a central station office—sans appliances—could be found for considerably less money than their elaborate show rooms cost them.

Erecting this dividing line between the appliance department and all other departments of the business, McConnell proceeded to isolate the costs of the items of expense shown in the panel at the bottom of this page.

Of course, a number of these cost items must be determined arbitrarily. The commercial manager's salary, for example, may be divided 80 per cent to electricity sales and 20 per cent to appliance sales. One has to use good judgment in setting these proportions. It may be contended that none of the commercial manager's salary ought to be charged to appliances because the company has to have a commercial manager anyway, and nothing would be saved here by abandoning the appliance department. This is true, but it is also true that if the commercial manager spent no time in directing the sales of appliances he would spend all his time promoting the sale of electricity and would get proportionately greater results in that direction. The principle involved is pretty well covered in the schedule memorandum of instructions (see next page) which was sent to the various companies when the plan was put into effect.

The results of this system are, that instead of going along blindly, pricing goods in the dark and being at constant loggerheads with the local dealers and contractors, this group of central stations now knows where it is at and *why*.

For example, the report of one newly acquired company revealed the fact that certain wiring work which cost the company \$41.50 to perform was billed at \$48. This close price netted an actual loss. But it did worse—it injured the local contractors of the town by depressing their prices below a living level. The company had no intention of doing this—did not *know* they were doing it at the time. They thought they were asking a fair price and that the contractors who complained were trying to over-

Items Entering Into Expense of Appliance Department

Direct Costs

Direct costs
Superintendence jobbing department
Cost of appliances
Cost of installation
Materials and supplies
Jobbing work cost
Total direct costs

General Expenses

Stable and auto expenses
Store room expenses
Shop expenses
General miscellaneous expenses
Total general expenses

Selling Expenses

Commercial department
Commercial management
Salesmen's salaries and expenses

Demonstration

Appliance advertising
Rents
Office supplies and expenses
Stationery and printing
Insurance
Miscellaneous
Total commercial department expenses

Accounting Department

Superintendence
Salaries of clerks
Rent
Office supplies and expenses
Printing and stationery
Miscellaneous
Total accounting expenses

Treasury Department

Superintendence
Salaries collectors and clerks

Rent

Office supplies and expenses
Printing and stationery
Uncollectible bills
Removal of appliances
Legal expenses
Miscellaneous
Allow and overcharges
Total treasury department expenses

Total Selling Expenses

Administration expenses
Salaries and expenses of general manager and clerks
Rent
Office supplies and expenses
Printing and stationery
Miscellaneous
Total administration expenses
Total expenses
Net revenue

Method of Charging Selling Expenses

AND APPORTIONING SALARIES OF THOSE WHOSE WHOLE TIME IS NOT EMPLOYED IN APPLIANCE WORK

Promotion Management

Charge to this account proper proportion of salary and expenses of commercial manager and his assistants, including clerks and stenographers.

Salesmen

Charge to this account salaries, commissions and expenses of salesmen engaged in selling appliances. Where salesmen devote part of their time to securing contracts for gas or electric service, proper proportion of these expenses should be charged against commercial expense account of canvassing and soliciting.

Demonstration

Charge to this account salaries and expenses of demonstrators and items of expense incurred in conducting demonstrations for the sale of appliances.

Advertising

Charge to this account expenses for advertising sale of appliances only. This expense should cover advertisements in newspapers, periodicals, window-dressing or other displays, etc.

This expense should be regulated by budget commensurate with gross appliance business.

General or publicity advertising should be charged to other appropriate expense accounts.

Rents

Charge to this account proper proportion of rent of building in which salesroom and commercial manager's office is located. In case building is owned by the company rental value of space should be established.

Office Supplies and Expenses

Charge to this account proper proportion of commercial manager's department office supplies and expenses such as light, heat, water, telephone, ice, mops, brooms, janitor's salary, etc.

Stationery and Printing

Charge to this account all expenses of printing and stationery used directly for merchandise and jobbing business and proper proportion of that used in commercial manager's office.

Insurance

Charge to this account premium paid for insurance on stock of appliances and supplies carried in salesroom.

Miscellaneous

Charge to this account proper proportion of expenses of commercial manager's department other than those covered by accounts enumerated above.

charge. It took the cost system to reveal the truth.

THE COST OF COST-FINDING IS NEVER TOO GREAT

The objection raised in so many quarters against systems of this sort is that they require extra clerical labor. What of it? If a business is to be run on fact instead of by guesswork, accounts and records and clerks are necessary. As a matter of fact, it is my personal belief that the schedule used is not complete enough; there are the items of buying expense and taxes, for example, and the income derived from cash discounts on merchandise purchases.

The cost of cost-finding is never too great. The single fact, referred to above, that the Federal Trade Commission "found that the majority of retail merchants do not know accurately the cost of conducting their business" and advised that "there must be a decided improvement in this direction before competition can be placed upon a sound basis" is evidence enough that the reasonable expense involved is wholly justified. As a matter of fact, in one company we examined where the total merchandising

business was running about \$150,000 per year the sum of all the items found under "accounting department" and "treasury department" in the preceding table figured out under this system to but \$50.95 monthly.

It has been argued that central stations should, in fairness to the dealers and contractors, evolve a system based upon the costs which would accrue if they were conducting their appliance selling as an independent business venture, and not on the basis of the actual costs as a central station department. I am not convinced of the merit of this suggestion. If a central station will honestly and fully charge every proper item to its appliance selling as a department, I think it will be found that these costs about equal those of the independent business.

The final proof of any business proposition is: "Does it pay?" and that is the question I asked of McConnell. It does. Since the new method of pricing goods according to accurate costs went into effect, the syndicate did \$50,000 more business over a period of months the second year than during the same months the first, and in that same period it added just \$50,000 to the net revenue

column. In other words, every dollar of their increase was net profit. In one property the direct cost of appliances one year in a single month was \$1,483.15; next year it was \$1,508.53—an increase of only \$25.38. But the revenue the first year was \$1,821.61 and the next year \$2,290.77—increase, \$469.16.

That is the final, selfish answer to intelligent cost keeping. But there is another, and worthier, answer which is that while this little central station was tucking a profit into the bank, the contractors and dealers of the town were doing the same thing.

Electric Signs May Be Operated from 7.45 to 11 P. M. Under New Ruling of Fuel Administrator

Some fear had recently been felt that the United States Fuel Administration, in its praiseworthy effort to curtail the use of coal for purposes not essential to war, would issue a drastic order prohibiting the use of electric signs and electrical advertising displays during the war.

A ruling just issued by Fuel Administrator Garfield, however, makes very reasonable restrictions on the operation of such electric signs, requiring only that signs be not turned on before 7.45 p. m. and that they be extinguished by 11 p. m. Engineers called into consultation by the Fuel Administration estimate that the carrying out of the new order will save 50 per cent of the fuel now used in maintaining this class of electrical displays.

The new "electrical-display" order makes an exception of signs maintained by small merchants for the purpose of directing customers to their places of business. These, if not of an unreasonable size, will be permitted to continue as long as the establishment is open for business.

Experts have determined that at least 250,000 tons of coal per year are used for display electric lighting in the United States. This amount, it is estimated, would keep 100,000 people warm throughout the winter.

The restriction order was not made general and complete because the Fuel Administration desired to give the interests involved an opportunity to readjust their business.



How to Get Your State in Line for the New National Contractor-Dealers' Association

Calling the Organization Meeting—Adopting the Uniform State Constitution—Providing for State and National Dues—Election of Division Committeemen

By JAMES R. STRONG

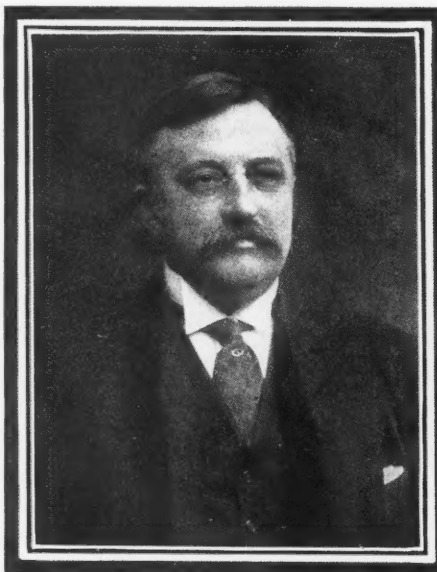
Past-President N. E. C. A., and Atlantic Division Chairman for Organization of the New National Association of Electrical Contractors and Dealers

AT NEW ORLEANS on Oct. 11 the National Electrical Contractors' Association unanimously ratified a new form of constitution and organization, which is to take effect as soon as fourteen State contractors' associations have organized along the new lines and have provided the national executive committeemen who will take over the conduct of the new association.

No time should be lost in getting *your state* in line in this great contractor-dealer movement. To do this, three things are necessary:

1. Call a meeting of your state association (or of the contractors of your state), naming some centrally located city which can be conveniently reached from all directions.
2. Have your association adopt the form of state constitution provided by the national association (reproduced on page 246 of this issue).
3. Organize under this new constitution by electing your state executive committee which will in turn elect a state chairman and secretary, and a state representative on the division executive committee.

Then, as soon as enough states have organized and chosen their representatives on your division executive committee (six in the Atlantic and Central divisions, and two in the Pacific division), the respective division or-



JAMES R. STRONG

ganization chairmen will call meetings of the division executive committees, and these will in turn elect the national executive committeemen (six from the Atlantic and Central divisions, and two from the Pacific). Finally, these fourteen national executive committeemen (together with the three others appointed by President Stearnes), will meet at Chicago to organize, appoint the national chairman, national secretary and treasurer, and formally take over the conduct of the new "National Association of Electric Contractors and Dealers."

THE START BEGINS WITH THE STATE ORGANIZATION

But, as the diagram on page 245 shows, the beginning of this whole great nation-wide movement must come right in your own State organization. It is essential, therefore, that no time be lost in getting your own State organization under way—for every day of delay in organizing these first State organizations means a cor-

To help in getting new members for the association it was also agreed at the New Orleans convention that the initiation or membership fee of \$10 be waived until the next annual meeting of the association. In line with this offer, it is suggested that the State association also waive association initiation fees in the case of new mem-

Form of Constitution and By-Laws

Provided for Use of State Associations of Electrical Contractors and Dealers,
by N.E.C.A. Convention at New Orleans, Oct. 11

	CONSTITUTION	
	ARTICLE I.	
Name	The name of this Association shall be "The State Association of Electrical Contractors and Dealers."	
	ARTICLE II.	
Objects	<p>The objects for which this Association is formed are:</p> <p>To promote the welfare of its members.</p> <p>To distribute among them the fullest information obtainable in regard to all matters affecting the electrical contracting and retail electrical merchandising business.</p> <p>To issue engineering and data sheets required in electrical engineering and electrical contracting problems.</p> <p>To collect data relating to the business of electrical contracting and retail merchandising.</p> <p>To aid in bringing about more friendly relations between electrical contractors and electrical retail dealers and others engaged in the electrical industry.</p> <p>To assist in marketing high grade electrical material and apparatus of American manufacture.</p> <p>To encourage its members in establishing and conducting attractive retail electrical stores.</p> <p>To elevate the standard of electrical installations.</p> <p>To co-operate with State Boards of Underwriters and State and Municipal Inspection Departments, Engineers, Architects, Jobbers, Public Utility Companies, Municipal Electric Light and Power Companies and State and Local Electrical Credit Associations to generally improve business conditions.</p> <p>To collect and diffuse information affecting merchants, manufacturers, builders and others engaged in erecting buildings.</p>	
	ARTICLE III.	
Jurisdiction	<p>Section 1. The jurisdiction of this Association shall extend to all places within the boundaries of the State of</p> <p>Section 2. This Association shall form a part of the Division of the National Association of Electrical Contractors and Dealers and all of its members shall be members of the said National Association and the operation of this Association shall at all times be in conformity with the Constitution and By-Laws of the said National Association.</p>	
	ARTICLE IV.	
Officers	The officers of this Association shall consist of a State Chairman and State Secretary and a State Treasurer, who shall be appointed by the State Executive Committee as hereinafter described, who, with the exception of the Secretary, shall serve for one year or until their successors are appointed.	
	ARTICLE V.	
Subdivisions of State	Section 1. This Association shall be divided into District Associations along territorial lines and the territory included in each District shall be determined by the State Executive Committee.	
Districts Locals	Sec. 2. Nothing in the above shall prevent the sub-division of "Districts" into "Locals," if desired.	
	ARTICLE VI.	
Management	Section 1. Management of the Association shall be vested in a State Executive Committee composed of one member elected by each District.	
When Elected	Sec. 2. State Executive Committeemen shall be elected by the Districts at the first meeting in each fiscal year to serve one year or until their successors are elected.	
Committee in Full Charge	Sec. 3. This Committee, subject to instructions given by resolution passed in any general meeting, shall have entire charge of the affairs and funds of the Association.	
Powers Subject to Action by Body	Sec. 4. In the absence of instructions on any subject, the State Executive Committee shall have power to act in its discretion, but its action shall be subject to subsequent alteration, amendment or appeal by the members present at any subsequent general meeting.	
Substitutes	Sec. 5. In the event that it is impossible for any members of the State Executive Committee to attend any meeting of said Committee, the State Chairman may appoint a substitute located in the same District as such member to attend said meeting in his place.	
National Dues	Sec. 6. The State Executive Committee shall direct the payment of payment of National dues, in accordance with Article IX of the National By-laws.	
Failure to Elect	Sec. 7. Upon failure of the members of any District to elect a State Executive Committee member in accordance with Sections 1 and 2 of this Article, the State Executive Committee is empowered to elect a member from such District to fill the vacancy.	
	ARTICLE VII.	
Membership	The membership of the Association shall be of three classes: First: Members. Second: Associate Members. Third: Honorary Members.	
Definition of Member	Section 1. Members are hereby defined as persons, firms or corporations engaged in the business of electrical contracting and repairing, including the installation of electrical apparatus and materials, or engaged in the retailing of electrical supplies, or in both contracting and retailing (See Definition of Electrical Contractor and Dealer, Article VIII, Sec. 1), it being understood that such electrical contracting and retailing must be their principal business; but the State Executive Committee (subject to the approval of the National Executive Committee), by the concurrent vote of not less than two-thirds thereof, may admit to membership any electrical contractor or dealer who does not qualify in all respects, under the above definition.	
	Sec. 2. Each member present at any meeting will be entitled one vote. Members shall not be entitled to vote by proxy	Voting
	Sec. 3. Associate Members are defined as those persons, firms or corporations who sell electrical supplies at retail as a department or minor part of their business.	Definition of Associate Member
	Sec. 4. Associate Members shall have the right to attend meetings and participate in all discussion, receive all data and information furnished members, but shall not be entitled to vote.	Associate Member -No Vote
	Sec. 5. Honorary Membership may, on unanimous recommendation of the State Executive Committee, be conferred on anyone not a member of the Association by vote of the Association at any regular meeting. Honorary members shall pay no dues and shall not have the right to vote.	Definition of Honorary Member
	ARTICLE VIII.	
	Section 1. For the purpose of determining whether an individual, firm or corporation is engaged in the business of electrical contractor or dealer, the following definition shall be used:	Requirements of Membership
	An electrical contractor or dealer shall be any individual, firm or corporation carrying a general stock of electrical supplies and who may be prepared to make electrical installations.	Definition of Electrical Contractor or Dealer
	He shall have an established location where he transacts his business with the public and must have a sign or placard displayed announcing the character of his business and shall maintain the usual set of books and records incident to the conduct of any ordinary business.	Location
	He shall carry a stock of electrical supplies of not less than \$250.00 for the performance of electrical installation work.	Stock
	Sec. 2. The membership of both members and associate members shall stand in the name of an individual as representing the person, firm of corporation, and the Association shall recognize such individuals as authorized to represent as a member such person, firm or corporation, with power to vote at meetings.	Representation
	Each individual, firm or corporation shall be entitled to name an alternate in addition to the representative in whose name the membership shall stand; but no individual, firm or corporation shall change its representative or alternate during any fiscal year of the Association except with the approval and consent of the Credentials Committee.	Alternate Representation
	No member or associate member shall be represented at the National, Division or State meetings by any member of a labor organization.	Labor
	Sec. 3. Any member or associate member operating a branch house shall pay additional dues for said branch, equal to 50 per cent of the dues of the Association.	Branch House Dues
	For the purpose of determining what is a branch house, the following definition shall apply: A branch house shall comprise an establishment operating as is defined in Article VII and Article VIII of the Constitution, provided, however, that said branch is operated under the identical name of the main house. If, however, the name of the branch differs in any way from the name of the main house it shall be constituted as separate membership. Nothing in this definition shall be considered as meaning that the establishment of a temporary office in another location for the purpose of making an individual installation shall be considered a branch house.	Branch House Definition
	ARTICLE IX.	
	This Constitution may be revised or amended at any general meeting by a two-thirds vote of the members present; but such revision or amendment shall not become operative until approved by the National Executive Committee.	Amendments
	BY-LAWS	
	ARTICLE I.	
	Section 1. Regular meetings of the State Association shall be held quarterly at such times and places as may be determined by the State Executive Committee.	Regular Meetings
	Sec. 2. The Executive Committee shall designate one of the quarterly meetings as the annual meeting.	Annual Meeting
	Sec. 3. Special meetings of the State Association must be called by the State Chairman at the written request of a majority of the State Executive Committee. Notice of such special meeting, giving time and place, must be sent by the Secretary to each member at least two weeks prior to time of such meeting.	Special Meetings
	Sec. 4. Meetings of the State Executive Committee shall be held upon request of one-third of its members or upon call of the State Chairman at such time and place as may be designated by them or him.	State Executive Committee
	ARTICLE II.	
	After the meeting has been called to order by the presiding officer, the following order of business shall be observed:	Order of Business
	1. Roll Call.	
	2. Approval of the Minutes of Previous Meeting.	
	3. Communications.	
	4. Reports of Officers.	
	5. Reports of Committees and action thereon.	
	6. Unfinished Business.	
	7. New Business.	
	8. Suggestions by Members.	
	9. Adjournment.	
	The proceedings of the meetings shall be conducted in accordance with Cushing's Parliamentary Rules.	Cushing's Rules

ARTICLE III.

State Chairman Section 1. The State Executive Committee shall elect the State Chairman at its first meeting in each fiscal year to serve one year or until his successor is elected, who may or may not be one of the members elected by the Districts.

In case the State Chairman is not one of the members elected from one of the Districts, his appointment as State Chairman makes him a member of the State Executive Committee.

Duties Sec. 2. The State Chairman shall preside at all meetings of the State Association and State Executive Committee and direct the minutes of the meetings and all reports of committees and other communications to be read, and approve all warrants issued by the State Secretary for payment of bills, if such bills are a proper charge against the Association.

Absence Sec. 3. In case of the absence of the State Chairman, a temporary Chairman shall be appointed by the State Executive Committee.

ARTICLE IV.

Secretary Appointment Section 1. A State Secretary shall be chosen by the State Executive Committee to serve subject to their approval and his compensation shall be fixed by such Committee.

Duties Sec. 2. The State Secretary shall keep the books of the Association and shall perform such duties as may be delegated to him by the members at a general meeting or by the State Executive Committee. He shall serve as Secretary of the State Executive Committee.

Bond Sec. 3. The Secretary may be required to furnish a bond of an amount to be determined by the State Executive Committee for the faithful performance of his duties. The cost of such bond to be paid by the Association.

ARTICLE V.

Treasurer Appointment Section 1. The State Treasurer shall be elected by the State Executive Committee at its first meeting in each fiscal year, to serve one year or until his successor is elected.

Duties Sec. 2. He shall be the custodian of all the Association's funds, subject to the control of the State Executive Committee. He shall deposit such funds in banks or trust companies approved by the State Executive Committee. He shall pay all bills against the Association after warrants for the same have been issued by the State Secretary and countersigned by the State Chairman, and shall make a written statement of all receipts and disbursements at each annual meeting.

Bond Sec. 3. The Treasurer shall furnish a bond of an amount to be determined by the State Executive Committee for the faithful performance of his duties. The cost of such bond shall be paid by the Association.

ARTICLE VI.

Secretary-Treasurer The offices of Secretary and Treasurer may be held by the same individual.

ARTICLE VII.

Fiscal Year The fiscal year of the Association shall begin January 1st and terminate December 31st, annually.

ARTICLE VIII.

Duties of the Executive Committee Section 1. The State Executive Committee shall have the power to appoint such sub-committees as it may from time to time deem necessary.

Sec. 2. The State Executive Committee shall have the authority to employ such help as may be required and provide such equipment as may be necessary to conduct the business of the Association.

Allowances for Traveling Sec. 3. The matter of allowances for hotel and traveling expenses of officers, committees, members and others incurred in carrying out the business of the Association shall be in the hands of the State Executive Committee with full power.

Offices Sec. 4. The general office, as well as branch offices, shall be located at such places as the State Executive Committee may from time to time determine.

Audit Sec. 5. The State Executive Committee shall direct an annual audit of the books of the Association by competent auditors.

Division Executive Committeeman Sec. 6. It shall be the duty of the State Executive Committee at its last meeting in each fiscal year to elect the Division Executive Committeeman.

ARTICLE IX.

Membership Fee and Dues Section 1. The membership fee shall be \$ which shall include the National membership fee.

Sec. 2. The annual dues shall be \$ plus the dues of the National Association.

Sec. 3. Dues shall be paid quarterly in advance on the first day of January, April, July and October.

Dues Paid

Sec. 4. The State Executive Committee may allow a discount from the State dues at any time the receipts are in their judgment in excess of the State Association's requirements. This section does not give the State Executive Committee power to change the National Association dues.

Discount

Sec. 5. Upon a majority vote of the State Executive Committee the State membership fee may be suspended or reduced for a period not to exceed one quarter and in the event of a reduction of the membership fee the State Executive Committee shall determine the amount of membership fee during the quarter so affected.

Membership Fee Reduced

ARTICLE X.

No member in arrears on the books of the Association for 90 days shall have any vote or other privilege of membership until the account is settled and may be dropped from the roll by a majority vote of the State Executive Committee.

Arrears

ARTICLE XI.

Section 1. The members present at any meeting of the Association will constitute a quorum for the transaction of business.

Quorum

Sec. 2. A majority shall constitute a quorum at all meetings of the State Executive Committee and special committees.

ARTICLE XII.

By a two-thirds vote of the entire State Executive Committee any member may be expelled for any cause, provided, however, that such member is given an opportunity to be heard before the said Committee. On the question of such expulsion neither the accusing member nor the accused shall be entitled to vote, and such expulsion shall terminate his membership in the National and State Associations.

Expulsions

ARTICLE XIII.

Application for membership shall be made on form provided for the purpose, which form shall contain the endorsement of three (3) members located in the district in which the applicant operates. This application shall be sent to the State Secretary, who shall submit the same to the State Executive Committee, either at a meeting or by mail, and upon receipt of a majority affirmative vote of said Committee, the applicant shall be declared elected.

Application for Membership

ARTICLE XIV.

Resignations shall be sent to the Secretary and shall thereafter be acted upon at the next meeting of the State Executive Committee, but the member resigning shall be amenable to all the rules and regulations of the Association until such resignation is accepted.

Resignations

ARTICLE XV.

The membership of any member by or against whom proceedings in bankruptcy or other proceedings based on insolvency are hereafter instituted, or of any member who makes an assignment for the benefit of his creditors, shall immediately terminate as a result of such act, without further action in the premises on the part of the Association.

Termination of Membership

ARTICLE XVI.

The interest of each member in the funds, investments and other assets of the Association shall be the same as the interests of each other member therein, but the interest therein of each member whose membership shall terminate for any reason, whether as provided by Article X, Article XII, Article XIV or Article XV of these By-Laws, or otherwise than through the dissolution of the Association shall, ipso facto, immediately cease and determine.

Association Assets

ARTICLE XVII.

The State Executive Committee shall elect annually as Counsel a regular, practicing attorney, prescribe his duties as determine his compensation.

Counsel

ARTICLE XVIII.

Section 1. All motions or resolutions offered at meetings shall, if requested by the Chairman, be reduced to writing before being voted upon.

Motions and Resolutions

Sec. 2. All motions or resolutions passed by the Association or by the State Executive Committee either at a meeting or by mailed ballot, shall be of the same force and effect as these By-Laws.

ARTICLE XIX.

These By-Laws may be revised or amended at any general meeting by a two-thirds vote of the members present, but such amendments shall not become operative until approved by the National Executive Committee.

Amendments

bers coming in during the year. This should be a great help in enrolling new members at the outset of the new organization.

MAKING UP THE STATE ASSOCIATION BUDGET

One of the duties of the executive committee before the organization meeting takes place will be to outline a budget of expenditures for the State association's work, based on the available income from that part of the dues which goes into the funds of the State association.

To gage the possible income, put down on paper the number of contractors doing a business of less than \$12,000; those between \$12,000 and \$25,000; those between \$25,000 to \$50,000, etc., and estimate the probable income in dues receivable by the State association from each class. Sum these up, add to the amount any refund to be expected from the national association as already explained, and you will have the amount of funds available under the schedule shown. The State association referred to, which has adopted a schedule, expects to spend

each year on State association work the following:

Salary of secretary (part time).....	\$1,800
Office rent.....	300
Stenographer.....	500
Telephone.....	120
Traveling expenses.....	500
Stationery.....	250
Postage.....	500
Total.....	\$3,970

This amount, roughly \$4,000, will be made up from the dues paid in by 150 contractors, at least 100 of whom are in the "less-than-\$12,000" class, while of the remaining fifty, twenty-five do a business between \$12,000 and \$25,000 a year.

A schedule of dues which will meet the estimated expenses should be worked out in this way in advance, and offered to the association itself for adoption.

GET A GOOD SPEAKER TO EXPLAIN PURPOSES OF REORGANIZATION

When the meeting itself is called to order, some well-known speaker who is familiar with the national association movement should be called upon to give a short talk, explaining the purpose of the new constitution and form of organization, and the benefits thus brought to the local and State associations. One of the division chairmen can be asked to be present, and after his talk the members should be encouraged to ask questions to satisfy themselves on any doubtful points.

The speaker who discusses the purposes of the new constitution should point out the increased usefulness and scope of the association in its new form. The membership, for example, will be considerably enlarged, drawing on the 25,000 to 35,000 contractor-dealers and retailers now in business in the United States.

The new plan of governing the national and State associations by their executive committees will remove the routine details of operating the organization from the association membership as a whole, thus eliminating political discussion and leaving the convention sessions free for the discussion of subjects of immediate business interest and usefulness to contractor members. Educational programs can thus be made a feature of convention meetings, with papers, talks and addresses on merchandising, accounting and business topics.

REPORT TO NATIONAL OFFICIALS

After the constitution is adopted, the State should be subdivided into "districts" along territorial lines, a district being taken as a geographical division of the State, or a section lying about some important center of population.

The State executive committee should then elect the division executive committeeman who will represent the State on the division committee. The result of this election should be communicated at once to your division chairman: James R. Strong, 140 West Thirtieth Street, New York City, for the Atlantic division; Earnest McCleary, Stevens Building, De-

troit, Mich., for the Central division, and H. C. Reid, 507 Montgomery Street, San Francisco, for the Pacific division.

Furnish your division chairman also with a list of your State membership, the names and addresses of your State chairman, secretary, treasurer and the members of your State executive committee.

When all the above has been completely carried out, a complete report should be provided, of which send one copy to President Robley S. Stearnes, 336 Camp Street, New Orleans; one to Harry C. Brown, national secretary, 41 Martin Building, Utica, N. Y., and one to your division chairman.

MAKE IT AN "OPEN MEETING"

It is strongly recommended that this organization meeting be thrown wide open to all persons interested, and that a special invitation be extended to the central stations operat-

ing in the territory (whether in the merchandising business or not) to have representatives present to become thoroughly familiar with the movement under way and the benefits it offers them as central stations. Like any other merchant, a central station doing merchandising may become an associate member of the association. Department stores, hardware stores and other non-electrical dealers having electrical departments should also be urged to attend the meeting and to become associate members.

And not only should this first organization meeting be an "open meeting," but every session thereafter ought to be free of access to all interested persons. The association members have nothing to hide, and there should be no attempt at secrecy for this is bound to arouse suspicion, however innocent the proceedings behind the closed doors. The "open-door" policy in association work has come to stay.

Helping to "Brighten Up the Farm"

R. A. MacLAUGHLIN, who runs an electric store at Galesburg, Ill., recently decided to pick up some extra shekels by selling farm-lighting plants. In looking about for a car he could use as a demonstrator he found a bargain in a Ford closed-type delivery car.

At first thought a car with a closed body for this work did not seem particularly appealing. But since the idea has been worked out Mr. MacLaughlin is highly satisfied with it. In the closed body the demonstrator

plant is protected from the weather. Moreover, there is plenty of room inside to carry other saleable things electric besides the plant itself. One thing that always goes with the wagon is a Beardslee collapsible fixture, which is used to make demonstrations more effective. Another advantage of the closed body is that it provides a wide space for advertising. As Mr. MacLaughlin says on the rear of his car, he "believes in signs," and displays plenty of them as he drives about the country.



The farm-lighting demonstration car of a Galesburg electric-shop man. In the left-hand picture note the collapsible fixture which hangs in the car and is already wired. It can be taken into a farmer's house to make the demonstration more effective

How a "Community" Estimator Helps the Electrical Contractors of Spokane

By Means of a Central Estimating Bureau Duplication of Effort Is Eliminated, Proper Overhead Is Included in All Bids. and More Time Is Available for Getting Up Each Estimate

FOR the last year and a half the electrical contractors and dealers of Spokane, Wash., have had in effect an organization a feature of which is a co-operative agreement whereby all estimating is done at one central office by an expert in this line. This man is a salaried employee who serves all members of the organization impartially and applies standard methods to his work.

The plan does away with the loss and duplication of effort entailed when a number of contractors all figured separately on a job which, of course, could be awarded to only one. It insures against the possibility of not adding in sufficient overhead, at the same time it leaves to the individual contractor the determination of the profit which he wishes his bid to carry. Furthermore, the scheme practically eliminates the rush estimating which occurred when bidders secured plans only at the eleventh hour, because plans are now turned in to the estimator by the first man to receive them. Estimates are then promptly made and the man who hears of the job late or who decides at the last minute to enter a bid is able to secure immediately a carefully prepared, itemized estimate of labor, material and overhead, to which he has only to add the profit he desires to include.

HOW THE PLAN WAS DEVELOPED

The plan was developed by one of the Spokane contractors, who early conceived the idea of some organization formed along co-operative lines. His scheme was to reduce wasteful duplication and to protect the contractors from the harm which any line of business must suffer when individual firms, for one reason or another, cut below true cost figures. The corporation formed is entirely in accord with the laws of the State of Washington. In fact, it is so far from being an "illegal combination" that it marks a

long stride toward the more modern methods which the federal trade commission has recommended as the proper basis on which all business should be conducted.

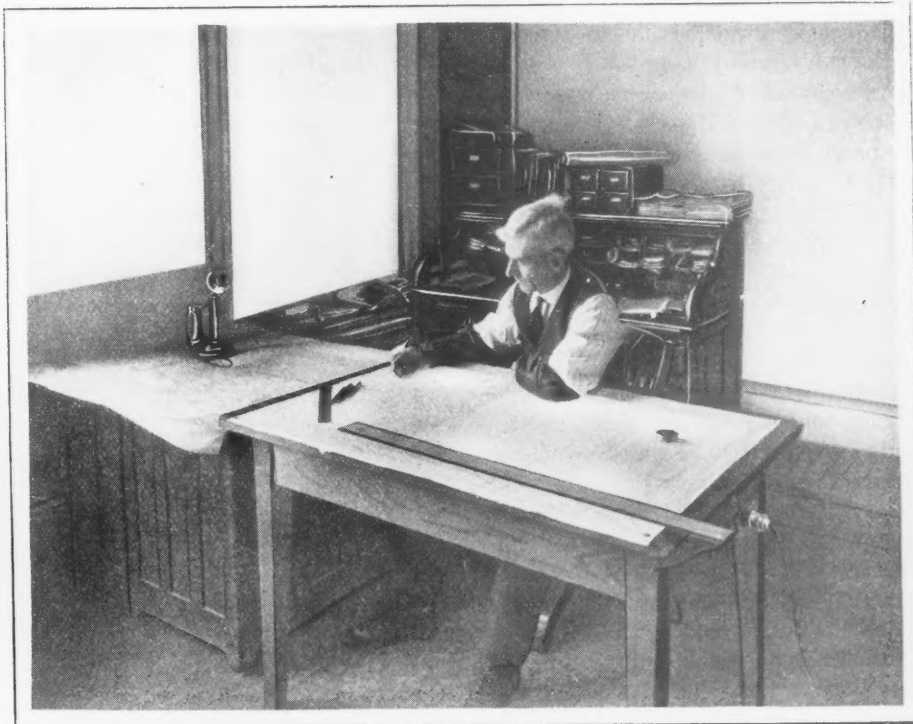
The first step was the drafting of an agreement among a group of electrical contractors and the incorporation of the Electrical Engineering Company, which is the name of the organization. Twelve contractors came in at the outset, each taking a certain amount of stock in the new company, and each signing an agreement with that company to observe certain rules in the conduct of business. Each contractor conducts his own affairs as independently as before and is not subject to interference.

The Electrical Engineering Com-

pany agrees to make up estimates on all plans and specifications brought in by stockholders and to furnish any stockholder on request a complete list of the material required on the job, itemized with costs. Each stockholder has an equal right to any cost estimates made up by the company. To insure the handling of all estimating through the one office, each stockholder contracts to turn in to the company for estimate all plans on work exceeding \$100 in value on which he intends to bid.

HOW THE SYSTEM WORKS

The company estimator having prepared an itemized statement of cost of labor and materials on any job, he adds thereto a percentage which has been beforehand accepted and agreed



This expert "community estimator" prepares an itemized statement of the cost of labor and material for each job submitted—to which each contractor then adds his own percentages for overhead and labor, naming his own figures in the bid which he submits. Such a plan does away with the loss and duplication of effort entailed were all the contractors to figure separately on the job, which, after all, can be awarded to only one successful bidder.

to by stockholders as the proper overhead charge, and also another percentage which has been found to cover the actual cost of making up the estimate, and which must be paid to the company by the successful bidder. This latter percentage is the sole source of income of the Electrical Engineering Company. Thus it will be noted that the company is maintained by funds earned by estimating plans and that these funds come only from successful bidders.

One-half of this cost-of-estimating charge is paid to the company when work on any contract is commenced, and the remainder must be paid from the first payment on the work which the contractor receives. As security for the payment of this charge, and the fulfillment of other obligations involved, the stockholders have deposited their stock, indorsed in blank, with the company and with it the power of attorney, vested in the secretary of the company, who is also the estimator and the only salaried official. Under the terms of the agreement the secretary can confiscate this stock within five days after due notice that a breach of contract has occurred, provided the offending stockholder does not make good the default within that time.

OPTION IN CASE OF WITHDRAWAL

In case any stockholder fails, dies, makes assignment for benefit of creditors, undergoes bankruptcy, or retires, a separate agreement into which he enters at the time of joining the company, gives to the other stockholders an option to purchase the Electrical Engineering Company's stock of the retiring contractor at its book value at the time. This insures against the assignment of rights in a way inimical to the interests of other stockholders.

It should be noted that the estimates prepared by the company estimator include three items: (1) Labor and materials; (2) a certain percentage of the labor and material total which is a constant and is added for all contractors alike as so much overhead, and (3) another constant percentage which has been found by experience to be the cost of making up estimates. This latter item includes Electrical Engineering Company overhead and operating expense. This third percentage is made up of salary of estimator, office rent, telephone, etc., and

amounts to approximately \$225.00 per month. Now the gross or sum of these three items is submitted to those stockholders who call for estimates on a job, as the actual total cost of the work. Each then decides independently on the profit he wishes to make on the job and adds that profit to get the figure he will turn in as his bid.

METHOD OF ESTIMATING

The experience of many firms has been combined to develop the most effective methods of making up estimates, and as now carried on the work of the estimating office is highly efficient. When a set of blueprints comes in, the first requisite is a skeleton tracing of each floor plan, showing the location of outlets and switches and with the wiring laid out, and showing size of conduits, number of wires required in each, etc. To facilitate this tracing the estimator has a table with a glass top, beneath which a row of 25-watt lamps are placed around the inside of the frame.

The tracings are made in pencil, and various sizes of conduit as well as number of wires carried are shown by different colored crayon. As the estimator counts the number of outlets he keeps tally with a ratchet counter in his left hand as he makes a check mark beside each outlet on the tracing.

CHECKING UP THE OUTLETS

When each floor plan is gone over in this way a glance assures him that none have been omitted and the dial records the number to be entered on the material sheet. When the estimator has decided upon size and location of conduits, he sketches these in, using different colored crayons to distinguish different runs. A legend defines each color and before the tracing

is finished a rotometer is run over each color and the total length recorded on the sheet.

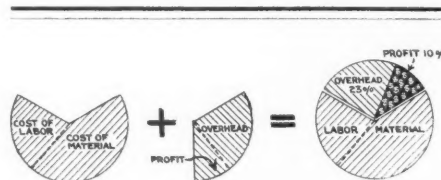
Multigraphed lists of materials are made up in a convenient order and a supply kept on hand. The same order is followed on every job, in so far as the items on the list are required. From the tracing of each floor plan the estimator takes off the number of outlet boxes, fixture studs, pull boxes, switch boxes, etc., and enters the totals on a conveniently ruled sheet large enough to allow space for all items on an average job. When all the tracings are so entered on the sheet the several columns are totaled and the quantity of each kind of material is entered opposite the proper items on a multigraphed list.

PRICED TO SUIT QUANTITY

When the material list is complete as to quantities the estimator refers to his current list for prices. The materials in this price list are entered in the same order as on the multigraphed form, and for each item two unit prices are entered and kept up to date—one in black ink, which is the current large quantity rate, and another in red ink, a slightly higher figure, which is the current rate of charge if the quantity is small. This price distinction gives the job the advantage of a discount if the quantity is large, and allows the dealer the usual higher rate where a retail quantity is required.

When unit and total prices are entered upon the multigraphed form the estimator adds the cost of labor, as he figures it to be. The form is then totaled and is ready for the contractor. With this form goes an identification sheet, carrying the number of the job, name of building, location, owner, architect, and date bids will be opened. It also carries the three cost totals already mentioned. To this over-all cost total the contractor adds profit and turns in his bid. If successful he takes the tracings prepared by the estimator and uses these in laying out his work.

This scheme has the hearty indorsement of all those who are co-operating in the plan. The saving it effects cannot, of course, be rated in dollars and cents, but its economies are apparent and it is agreed that it has been the means of placing electrical contracting in Spokane on the proper business basis.



Know Your Costs

If your "overhead" runs 23 per cent of your year's gross business, and

If you want to make 10 per cent profit,

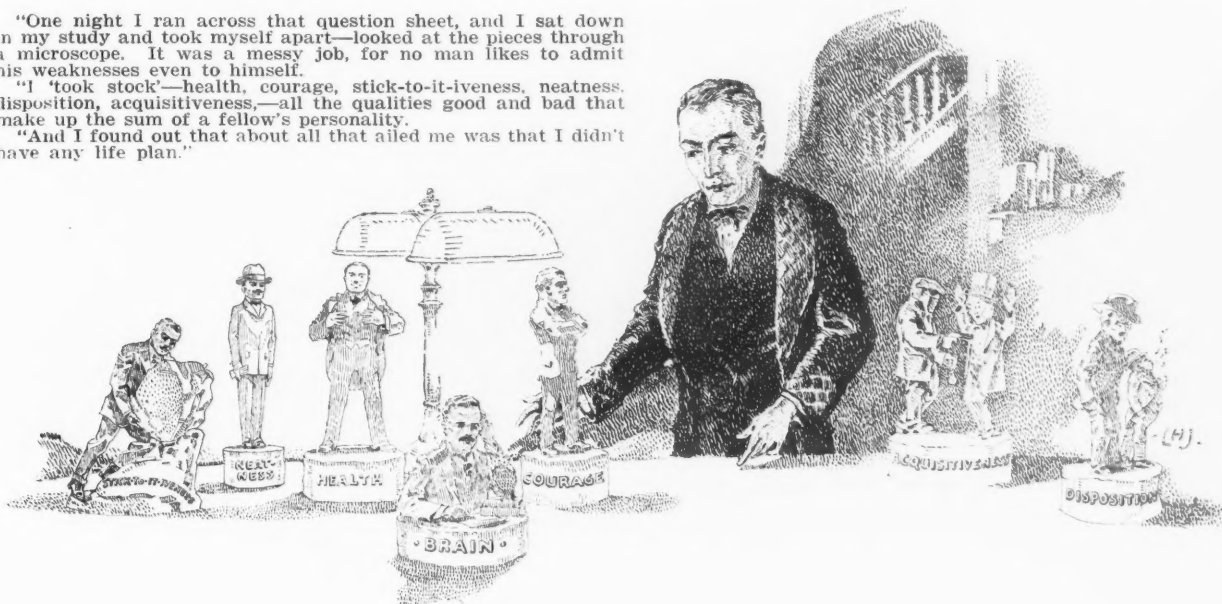
To find your selling price—

You must add 50 per cent to your costs for labor and material.

"One night I ran across that question sheet, and I sat down in my study and took myself apart—looked at the pieces through a microscope. It was a messy job, for no man likes to admit his weaknesses even to himself.

"I 'took stock'—health, courage, stick-to-it-iveness, neatness, disposition, acquisitiveness,—all the qualities good and bad that make up the sum of a fellow's personality.

"And I found out that about all that ailed me was that I didn't have any life plan."



"Facts to Consider About Oneself"

The Brass Tack Brigade Takes Stock of Its Individual Abilities and Discovers That a "Life Plan" Is the Hidden Mainspring That Drives Toward Success in Selling

By FRANK B. RAE, Jr.

"DON'T ask me how business is," said Davis, as I walked into his office. "Tell me how to get men to handle it. We're swamped—and these square-headed stevedores we've got on the payroll are driving me crazy."

"Where's the old Brass Tack Brigade?" I asked. "I never saw the day when there was too much business for that gang."

Which was the exact truth. The famous sales force of the Combination Gas & Electric Company—known throughout the industry as the Brass Tack Brigade—could get more business quicker and handle it with less trouble than any equal number of men in the country. They had never yet failed to break any sales record that they went after. With them selling was a sport; and the more difficult the conditions, the keener they were to win.

"Brass Tack buncomb!" exclaimed Davis. "Why, didn't you know that half the old gang is in the army? And the deuce of it is that they took the old Brass Tack spirit with them. The present crew has about as much am-

bition as a hobo with the hookworm. I've barked at 'em till I'm hoarse, and they just look at me like so many fish. I'm plumb discouraged."

This was strange talk to come from Davis. He was admittedly one of the shrewdest and most effective young leaders in the central station game. As commercial manager of the Combination Company he had built up a wonderful organization of salesmen—men who not only *got* business but who *created* business.

"A sales force is a good deal like a ball team," he added. "It takes three or four years to build one up, and when you lose two or three of the good men all at once, the whole team goes to pieces. That's what's happened to the Brass Tack Brigade since Micky and Big Jim and Reeves enlisted. I feel——"

We were interrupted by a tall, loose-jointed individual who came in bashfully and laid a paper on Davis's desk.

"What's this?"

"A little plan of mine for increasing the efficiency of the sales department," replied the tall one. "You see,

Mr. Davis, you're not handling the men right."

"I'm not, eh?" gasped Davis. "Very kind of you to tip me off to myself."

"If you please, Mr. Davis, I am only endeavoring to give you the benefit of my observations. If you will just read this memorandum——" and the lengthy one faded from view.

"Nice, tactful, ingratiating sort o' guy," commented Davis bitterly. "That's the brand of cheese I am supposed to make salesmen out of. That fellow's only merit is that he somehow gets orders. He's as awkward as a crab and as sweet tempered as a hyena. He makes me rave—but, confound it, he manages to land the business. Now, if he had an idea about managing the men, why didn't he come in and *sell* it to me, instead o' butting in here when I'm talking to a visitor and telling me before witnesses that I don't know my business?"

"And yet he's got a lot of intelligence—used to be a school teacher. I suppose I'll have to read this drooling advice just so I can tell him how rotten it is."

IT must have been before six o'clock the next morning when I had a particularly solid hold on the Ostermoor, that the phone in my hotel room went crazy. Davis was on the wire.

"Say, whadaya think?" he began excitedly.

"I dunno, what do I think?"

"Why, that old grandmother, Sniffin—"

"Who's grandmother is sniffing, and what's she sniffing at?" I was a bit exasperated at being yanked away from the feathers before daybreak, just to listen to a lot of joshing.

"Oh, listen! Sniffin is that gangling goof who came into my office when you were there yesterday and started to tell me how to run the sales department. Well, the poor fish has a real idea, and I want you to climb down to the office in time for morning meeting. It's going to be a regular old-fashioned Brass Tack meeting. I want you to be there."

* * *

IT certainly did not start like the Brass Tack meetings of other days. Strange faces predominated. There was a lack of aggressiveness, a lack of power, about the whole group. I missed Micky Daly's quaint but virile personality, his humorous sarcasm. I missed Big Jim Lenox, who gave one the impression of a very determined and purposeful steam roller. I missed Jack Reeves' keen comment and Ted Edwards' horse sense. In place of these I found rambling indecision, inattention and that general air of shiftlessness that marks a group of men who haven't "found themselves."

When the preliminary routine of the meeting was finished, Davis nodded to Sniffin, the ex-school teacher.

"Mr. Davis," he said, rising, "I want to tell you that you don't know how to run this department."

Instantly everyone in the room straightened up. They did not know whether Davis would kick him down stairs and then fire him, or fire him first and kick him down afterward.

"No, sir," continued he, "you don't know how to run this department. You're used to handling men—real men. This department hasn't got a real man in it."

"Say, whadaya tryin' to put over?" asked a voice angrily. The room buzzed with indignation.

"The trouble with this crowd is that they are groping," continued Sniffin,

and I began to see that the fellow had something solid and dependable about him. "You don't know what you're trying to make out of yourselves. You have no plan of life. You're all waiting for five o'clock to come 'round—and when it comes you haven't anything to do except kill time."

"Mr. Davis has tried to stir you up and give you pep. He's tried bawling you out. He might just as well have talked up a rain spout. Now he's going to try a new scheme—one that I read about and tried on myself last week. Here it is."

Sniffin solemnly raised a sheaf of papers and passed one to each man. They looked at them, at first angrily, then sneeringly, but finally with earnest attention. One of the sheets he passed to me and I saw it was entitled, "Facts to Consider About Oneself," followed by a list of six or seven searching questions.

"Here's the proposition, fellows: You are asked to fill out these blanks *honestly*. Tell the truth this time whether you like it or not. Size your-

self up, just as you'd size up a fellow who wanted to marry your kid sister."

"Aw, piffle!" exclaimed one of the new men. "This here is Sunday school stuff. If this is th' sort of bunk we're here for, I quit."

"Please glance at question number six," suggested Sniffin. "It reads, 'Do I make a strong finish or quit easily?' You, Mr. Taylor, seem to have answered that question at least."

"No, fellows," he went on. "This is not Sunday school stuff, nor am I trying to preach at you. This is a very simple application of the science of psychology. When you answer these questions, you find out—maybe for the first time in your life—what sort of a guy you really are, what sort you'd like to be, and in what sort of work you will make the most success."

"Let me tell you something. I was a school teacher for five years. I was drifting along, teaching a lot of kids what a Latin verb looks like. Every year I taught the same stuff. Every year I drew the same pay. Every year I got deeper into the rut."

Facts to Consider About Oneself

1. Am I independent and self-reliant? Do I like best to lead, or am I happier when someone else leads and I follow and help?

Think it over like this:

Would I rather be captain, the directing head

Or would I just as soon be a lieutenant with some leadership but not too much responsibility; managing some part of an enterprise....

Or would I rather work at the job (in games, organizations, or daily work) and let some one else do the worrying—that is, be the mechanic or the salesman doing the actual work?

2. Am I naturally obedient, following instructions readily or do I like pretty much to rely on my own judgment?.....

(Answer honestly; both kinds of boys are useful in many enterprises)

3. Is it easy or difficult to make my mind stick to a particular thing at a particular time?.....

4. Am I a team man, can I co-operate?.....

5. Can I work with almost any kind of people?..... What sort of person annoys me most?.....

6. Do I make a strong finish or quit easily?.....

7. Thinking it over carefully, would I rate myself as extra good, fair, or poor on the following matters:

	Extra Good	Fair	Poor
Careful or careless			
On time or behind time ...			
Honest or "a little lax" ...			
Hopeful or gloomy			
Energetic or lazy			
Persistent or not			
Enthusiastic or "lukewarm"			
Self-confident or dependent			
Thrifty or an easy spender			

(Check under Good, Fair, etc., and *opposite* Careful, Honest, etc.)

"Here's the proposition, fellows," explained Sniffin. "You are asked to fill out these blanks honestly. Tell the truth this time, whether you like it or not. Size yourself up, just as you'd size up a fellow who wanted to marry your kid sister."

"And when you answer these questions you'll find out—maybe for the first time in your life—what sort of a guy you really are, what sort you'd like to be, and in what sort of work you will make the most success."

"One night I ran across this question sheet, and I sat down in my study and took myself apart—looked at the pieces through a microscope. It was a messy job, for no man likes to admit his weaknesses even to himself. I 'took stock'—health, courage, stick-to-it-iveness, neatness, disposition, acquisitiveness, all the qualities good and bad that make up the sum of a fellow's personality. I found out that about all that ailed me was that I didn't have any life plan. I was just drifting along, teaching school and taking it for granted that some time or other I'd better myself and earn more money. I lacked a life plan.

"So that very night I made one. Says I to myself, I will become a sales manager—that's my plan. So I resigned from the school and got a job as a grocery clerk. Not much selling knowledge in that, but it was a start. Then I got a job as a specialty salesman, knocking on back doors and asking for the lady of the house. That gave me what I needed in the way of personal selling dope. Then I got a job here, to learn how a big selling organization is run. Pretty soon I'll get my real chance and be a sales manager. Then I'll plan anew for the future."

* * *

"WILL that fellow, Sniffin, ever make a sales manager?" I asked Davis as we sat down to lunch several weeks later.

"Shh! Not so loud. The rambling old hick is virtually sales manager of our company right now—only he don't know it. Why, he's gradually got that gang of clock-gazers so interested in their jobs that they don't ever quit. Their wives come down and complain to me that the boys never go home—that they're working day, night and Sunday."

"So you really think there's something in that hot air he shot at the last Brass Tack meeting I attended?"

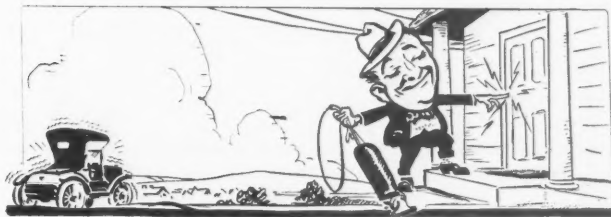
"Sure. Ideas of that sort are like religion or politics or patriotism. A fellow gets the bug and then devotes his life to it. If you devote your life to anything, you make it real and vital and important, you make a success of it."

The waiter was bending over him with pencil poised for the order.

"Yes, m'friend," said Davis earnestly, "if you let a big idea like that fill your soul—"

"Filet of sole, sir? Very good, sir," said the waiter.

Some Lessons from Selling Four Thousand Vacuum Cleaners



BERT STEGER, the "Northern New Jersey Vacuum-Cleaner King," has a record of selling 4000 electric vacuum cleaners, twelve washing machines and numerous electric heating appliances in two and one-half years by a house-to-house canvass.

Bert says there are three important things to consider when selling electric appliances by canvassing. The most important is the appliance itself. It must produce results in ease, comfort and work accomplished, so that you can say to the prospect: "Ask someone who has one." Secondly, he urges, never "knock" the appliance sold by a competitor. Tell your prospect, instead, that the other fellow's is pretty good, and then show him the superior advantages of yours, but never lead the prospect to overestimate its value. The third thing to consider is how to get the machine into the house for a demonstration.

Bert says he has found by experience that in his territory it does not pay to obtain demonstration appointments by telephoning to numbers taken from the telephone book. There are some people with telephones in

their homes who think they cannot afford these appliances and some who do not have electric service. In the better class of homes where maids are employed, he has found that the telephone is of great use in making appointments, but among the smaller homes where, after all, most of the sales are made, a house-to-house canvass with a cleaner in hand seems the best way to sell.

An automobile—or rather a Ford—helps Bert with his sales. He carries about a dozen machines on a trip and stops at each house into which he sees electric-light wires enter. He declares that it is some problem to size up women customers, for all are different. The kind that won't talk (Bert says there are some) are the hardest to sell. These he gets around by calling when the husband is home, and getting something started between husband and wife. Some "hard customers" who send word by the maid that they cannot see him or that they are busy, are approached a second time after questioning the neighbors as to names and peculiarities. The local grocers and butchers are useful sources of information of this kind.



United States Food Administration



Advises observance of the following:

1. Eat one wheatless meal a day.
2. Eat beef, mutton or pork not more than once a day.
3. Economize in the use of butter.
4. Cut the daily allowance of sugar in tea or coffee and in other ways.
5. Eat more vegetables, fruit and fish.
6. Urge in the home or the restaurants frequented the necessity of economy.

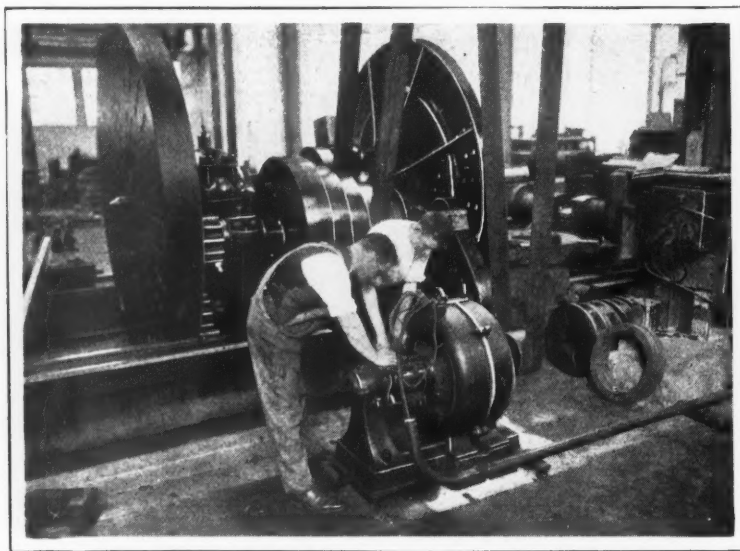
To further conserve the nourishing fats and juices of all foods

Cook on an Electric Range

Estimating the Emergency Motor Job

Exact Costs on Rush Repair Work Are Often Difficult to Predict. How Cost Figures for Each Emergency Problem Make the Next One Easier

By JOHN W. HOOLEY



When a substitute motor must be found, carried to the factory and installed within a few hours, it is not possible to say in advance just what the job will cost. Haulage charges and short-term motor rentals are uncertain quantities

A CAREFUL and exact estimate on every sizeable job is essential to successful contracting—wherever such careful estimating is possible.

In the case of regular installations where blueprints and specifications are available, the preparation of a table of costs which is accurate to the smallest detail is a simple matter.

Cases are bound to arise, however, on which definite cost information is conspicuous by its absence. The emergency "break-down" is a typical example of such an indefinite case.

Not long ago an electrical contractor answered an urgent call at a large munitions factory, to find a big lathe rendered useless by the burning out of the 25-hp. motor which drove it. The armature seemed to have conspired against the Allies, slowing up the production of shells with a bad short-circuit. The motor, it was found, would have to be removed for repairs and temporarily replaced by another.

It was a low-speed motor. Space

was limited, and due to the short distance between the motor and lathe, there was no room for additional belting. That meant no chance to use a high-speed motor.

"How much will the whole job cost?" inquired the factory manager nervously.

"Can't tell you, off-hand," replied the contractor.

"But it's your business. You should be able to give me a figure!"

"Well, here's the problem. My first step is to locate a second-hand motor of the same speed and rating as this one. That in itself is some little job. Then we'll need a special truck and a gang to bring it here and place it. I'll have to take the motor wherever I can get it and your guess on the rental price I must pay is as good as mine. Every truck in town is busy—and I can't count on regular rates for cartage. The damaged motor must be taken to my shop, the armature rewound, and probably some commutator bars will require replacement.

"The test may develop some other faults which will have to be remedied before we can put it back here. So you see, it's putting it mildly to call the job indefinite as to costs."

"All right," conceded the manager. "Get that lathe running—quick!"

And a few hours later the big machine was industriously peeling sizzling curls of metal from castings, as if nothing had happened.

MEANWHILE the contractor had been busy. After telephoning to other contractors of his neighborhood he found that a motor of the size and speed he needed was not available from any of their shops. He then called a power salesman of the local central station and was told that even the electric light company could not help him.

Then he got in touch with the superintendent of another manufacturing plant, supplied with the same voltage as the munitions shop.

ESTIMATE					Sheet No.
Name <i>White Factory Repair Job</i>					Est. No. <i>00</i>
ITEM	QUANTITY	DESCRIPTION	MATERIAL	LABOR	
<i>Renting</i>	<i>25 HP</i>	<i>Motor one week</i>		<i>25.00</i>	
		<i>hauling motor to job</i>		<i>7.00</i>	
		<i>setting motor in place</i>			
<i>(overtime)</i>	<i>30 hours</i>	<i>mechanics at home 5.00 per hr</i>		<i>30.00</i>	
		<i>disconnecting damaged motor</i>			
		<i>and removing same 5.00 at job</i>		<i>5.00</i>	
		<i>hauling motor to shop</i>		<i>5.00</i>	
		<i>Repairing Motor</i>			
		<i>5 New Commutator Bars</i>		<i>1.00</i>	
		<i>50 lbs of wire .50</i>		<i>25.00</i>	
		<i>tags, binders and insulating compound</i>		<i>5.00</i>	
		<i>shop labor 40 hours at 1.00</i>		<i>40.00</i>	
		<i>hauling motor to job</i>		<i>5.00</i>	
		<i>Removing temporary motor</i>			
		<i>and installing repaired motor</i>			
		<i>20 hours at 1.00</i>		<i>20.00</i>	
		<i>hauling rented motor Return</i>		<i>7.00</i>	
				<i>234.00</i>	
		<i>overhead 25%</i>		<i>58.50</i>	
				<i>292.50</i>	
		<i>profit 10%</i>		<i>29.25</i>	
				<i>321.75</i>	

At the completion of the emergency-repair job the contractor handed in the itemized estimate. The fact that the emergency job estimate is made up after, rather than before the completion of the work is no reason why it should be inaccurate or incomplete.

"Say, Bill," he inquired, "what machines have you got on your floor that are standing idle and costing you money?"

"Got an old vertical boring mill we haven't used for weeks. Why?"

"What drives it?"

"An old 25-hp. low-speed motor."

"Give you \$25 for that motor for a week," offered the contractor, and the superintendent agreed.

CONSIDERABLE overtime was required to set the motor in place, and although the truck had a short haul, a charge of \$7 was made. As the contractor had predicted, the old motor required five new commutator bars, and considerable labor. Finally, however, the original motor was back in place, and the contractor presented an itemized estimate.

"I can tell you the cost to a cent now," he explained, "but there were too many uncertain factors involved to guess at them before completing the work. I keep a very careful file of cost data in my own office and I have entered all these items under their several headings so that they

may be helpful in the next job. However, the next emergency job is pretty certain to bring some new problems all its own."

MEETING the emergency is a profitable specialty for the contractor in a manufacturing district, as this contractor found. It pays to carry a stock of second-hand motors, and also to keep a list of such equipment which the local central station may have on hand.

A firm which has just equipped a small factory with a dozen motors of one size has recognized the possibility of emergency work by stocking up with some extra armatures and small parts. In that way this factory will get quick and effective first-aid service for its power equipment.

Wherever there is room, it is an easy matter to substitute a high-speed motor for a slow one, or vice versa. Pulleys are easily changed and, in extreme cases, special wooden pulleys can be made up in the shop to fit the needs of the substitute drive.

Effective emergency work pays

well, for it leaves the customer with the idea that the contractor doing the work is able to meet any demand—that he is the man to go to for any sort of electrical work.

Such jobs should be made to pay in cash, too—not, however, on the average emergency job, but in every single case.

Costs must be kept carefully, out of fairness to owner and contractor alike, and there is no reason why the estimate for the emergency job should be inaccurate, simply because it must be made up after—rather than before—the completion of the work.

Prospective Electric Range Customers Do Their Own Demonstrating

From Vincennes, Ind., comes the story of an electric company which has found an effective and inexpensive method of getting prospective electric range customers to actually do their own demonstrating. To accomplish this the Ladies Aid Society of the First Christian Church was organized into seven different subsidiary committees, the membership on each committee being selected from ladies residing in a particular part of town. The City Electric Lighting Company furnished a room and supplied heat, light and cooking energy at no cost to the Ladies Aid. The company also furnished all of the material necessary for demonstrating.

Each day for a week one of the seven committees took charge of the cooking demonstration, so that at the end of the week the company was assured that there were ladies who had actually operated electric ranges in every part of town. All of the materials cooked by the Ladies Aid on the electric range were sold to the members of the church, and the money was retained for the church. "In less than three days," says Felix L. Cadou, general manager of the City Electric Lighting Company, "we found everybody talking about electric ranges, and speaking of the good work that they did. We actually sold quite a number of Hughes ranges during the demonstrating campaign, and we find that we are still getting results from this demonstration, which was held during the month of March."

"Lighten the Labor of the Home"

How the Commonwealth Edison Company Staged a Great Educational Exhibit Around This Slogan During Chicago's "Home Exposition"

ACROSS the northern end of the Coliseum, Chicago, during the Home Exposition, Oct. 18-31, an instructive exhibit was erected by the Commonwealth Edison Company.

Under the words "Edison Service" in great letters of red light was the sub-legend "Lighten the Labor of the Home." This slogan, originated by ELECTRICAL MERCHANDISING, expressed the guiding principle on which the exhibit was planned. All sorts of electric labor-saving devices, as well as electric comforts and conveniences, adapted for use in the household, were displayed. A sufficient force of men and women attendants were present to explain the uses of the numerous appliances to visitors. Many of the labor-saving devices, including the electric range and the electric sewing ma-

chine, were exhibited in actual use. The appliances shown included:

APPLIANCES THAT LIGHTEN THE LABOR OF THE HOME

Electric washing machines and electric ironing machines.
Electric heating and cooking devices of all kinds.
Electric portable, floor, bracket and desk lamps of many designs from the simplest to the most ornate.
Electric refrigerators.
Electric cooking ranges.
Electric kitchen power unit.
Electric vacuum cleaners.
Electric therapeutics and medical appliances.
Electric vibrators.
Electric curling irons.
Electric warming pads.
Electric sewing machines.
Electric coffee percolators.
Electric coffee grinders, etc.

A canvass of the exhibitors at the Home Exposition brought out the fact

that the dealers in washing machines and vacuum cleaners were reaping direct sales results which would more than compensate them for the immediate expenditure.

The central station company, on the other hand, while it was selling some goods, believed that its greatest good would come from the advertising value it received from the show. Experience has taught the salesmen of this company that many months hence people will come into their stores and say: "I saw such and such an appliance at the Home Exposition last October. Now I'm ready to buy one." Undoubtedly there will be many purchases in electric shops throughout Chicago not owned by the company, which will be inspired by publicity given to electrical goods at this show.



The exhibit of the Commonwealth Edison Company during the Home Show, at Chicago. The idea back of the display was to show

how to "lighten the labor of the home electrically." This and other photographs by courtesy of the Commonwealth Edison Company



Lighten
the Labor of
the Home



Lighten
the Labor of
the Home

Of course one of the best places to start labor-saving is in the laundry, so one booth was given over to washing-machine and ironing-machine displays.



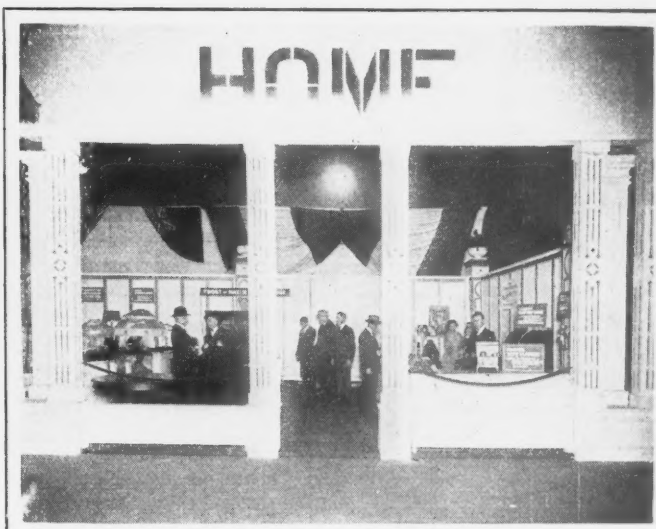
While the standard dining room appliances were the things that sold best in this booth, novelties in electrical furniture were worth the space they occupied as attractions of interest.



Careful choice of modern designs in silk shades made this room popular with the well-to-do visitors. A wide variety of handsome patterns and forms were exhibited.



Vacuum cleaners and sewing machines were featured here. It was in appliances of this sort that the most business was done, probably because these appliances are "home-labor lighteners" that appeal to every woman.



An electric refrigerator, a power table and two electric ranges were displayed as the kitchen labor savers. It was surprising to observe how many women are interested in ways of keeping the ice man's dirty feet out of the kitchen.

HOW THE COMMONWEALTH EDISON COMPANY MADE USE OF THE "LIGHTEN THE LABOR OF THE HOME" IDEA AT CHICAGO

Dr.			Expense		Cr.			
Feb	1	To Insurance	\$	14.67	Feb	28	By Profit & Loss	333.50
	2	Postage & Freight		4.50				
	6	Reb. t.		30.00				
		Telephone		4.00				
	7	Office help		12.50				
		Driver		16.00				
	9	Taxes		3.00				
	12	Shop supplies		2.50				
	14	Auto. Truck		8.00				
		Office help		12.50				
		Driver		16.00				
	16	Light & Heat		5.00				
	21	Office help		12.50				
		Driver		16.00				
		Auto. Truck		3.50				
	28	Allowances		3.50				
		Collections		2.00				
		Rent		1.00				
		Office help		12.50				
		Driver		16.00				
		Auto. Truck		4.50				
		Salary		133.33				
			\$	333.50				333.50

Fig. 2—These different accounts would be closed by crediting each one with "expense," as shown in the example

\$1; office help, \$50; salary of electrical contractor \$133.33.

The account of William Andrews proved to be worthless and had to be charged off.

George McCall paid his bill within ten days and took the usual 2 per cent discount.

On the last day of the month the electrical contractor took an inventory of the material on hand, which had been purchased during the month, and ascertained that it amounted to \$193.81.

This is the history of the various transactions for the given period. It remains to determine the exact status of the business at the time the books were closed. The preceding article fully illustrated the personal accounts, cash entries, etc., and these will be eliminated and only the representative accounts given. In fact it is the representative accounts that show the operating results. It will be assumed, of course, that the electrical contractor has made the proper entries in the journal and cash book, so the ledger accounts only will be shown.

The expenses for overhead show sixteen different items. It is perfectly proper to open a ledger account with each one of these items. Two illus-

trations will be sufficient to show how these should be kept in the ledger (see Fig. 1).

These different accounts would be closed by crediting each one with *expense*. The complete expense account would then be as shown in Fig. 2.

The amount paid for mechanics can

be entered in the ledger as productive labor, and would be as illustrated in Fig. 3 below.

Interest and discount was given and received. This account in the ledger would be entered as in Fig. 4.

An account should be opened with material (see Fig. 5).

The total amount of business transacted would come under various heads, such as: Merchandise, contracts, orders, etc. In this instance the total amount of business will be designated as *orders* and this account will show the result as in Fig. 6.

The next account to be opened is profit and loss. This should be charged with every item that cost the business something and credited with everything that produced something for the business (see Fig. 7).

The last account to be opened in the ledger is deficit, and as the transactions show a loss this account is as shown in Fig. 8.

THE STEPS EXPLAINED

It should be noted that ledger accounts only, and all of these representative, are shown above. The double-entry system is used; that is, every account is entered twice—debited and credited. When George McCall gave an order for his work he became a debtor, but a creditor was also created for the same amount. When Mr. McCall was charged personally with the amount of the contract, *orders* representing the creditor, or owner of the business, was credited. Wherever

Dr.			Productive Labor		Cr.	
Feb 7	To Cash Pay Roll	157.60	Feb 28	By Profit & Loss	644.18	
" 14	"	162.00				
" 21	"	166.25				
" 28	"	157.30				
		644.15			644.18	

Fig. 3—The outlays for mechanics can be entered in the ledger under the heading of "productive labor," being balanced as shown

Dr.		Interest & Discount		Cr.					
Feb 12	To Cash Geo McCall	7	36	Feb 11	By Cash Lucas Co.	2	50		
				28	" Profit & Loss		4	82	
		7	36					7	36

Fig. 4—Interest and discount was given and received. It is, then, necessary to enter such items in the ledger under an appropriate heading

Dr.				Material				Cr.			
Feb 1	To John Keller			196	27			Feb 28	By Inventory		193 51
12	By Cash			137	20				By Profit & Loss		1119 46
14	By Keystone Co.			243	18						
18	By Royal Elec. Co.			194	27						
20	By Burton & Co.			252	49						
				1313	27						1313 27

Fig. 5—An account should be opened with "material" and here one enters the items noted, setting off against them credits by inventory and profit and loss

there is a credit there must be a debit for an equal amount and vice versa.

The object of these representative accounts is to determine the results of the various transactions. A study of the expense account shows the cost of each item in which the elements expense or overhead entered.

There is one account—profit and loss—that combines all the operating accounts and gives the results of the entire volume of business for a given period. An analysis of the profit and loss account shows (as was stated in the June issue of ELECTRICAL MERCHANDISING with regard to the composition of every price or estimate) that the total volume of business of every electrical contractor is (or should be) composed of three elements—labor, material, expense—and if there be a fourth—profit.

The first two accounts—insurance; printing, postage and stationery—are simply typical of the different accounts composing the cost of conducting business, or overhead. These accounts should be debited with the amounts expended for them. At the end of the year, or whenever the accounts are closed, they should be credited by *expense* and transferred to the expense account.

EXPENSE ACCOUNT

This account is debited for all the expenses of conducting business. The amounts expended for the separate items, when these respective accounts are closed, are transferred to the debit side of the expense account.

The expense account shows a debit of \$333.50, which was spent for conducting the business. This is an expense, chargeable directly to the business. The expense account is closed by transferring it into the debit side of the profit and loss account.

PRODUCTIVE LABOR

The productive labor account is debited with the amount, \$644.18, paid for mechanics, or productive labor. The account is balanced by crediting it with the same amount and transferring it to the debit side of profit and loss account.

INTEREST AND DISCOUNT

This account is debited with the discount, \$7.36, allowed others, and credited with the \$2.54 allowed by others. The difference, \$4.82, is closed by a credit entry and transferred to the debit side of profit and loss.

MATERIAL—ORDERS

This account is charged with all the material purchased. If the electrical contractor had material on hand at the beginning of this particular period it would have been charged with the amount *on hand*, or *inventory*. The account is balanced by crediting it with the following two amounts: The amount on hand at the end of the month, or inventory, \$193.81, and by profit and loss for the amount used, \$1,119.46. The profit and loss account is debited with the latter amount.

This account includes all orders, contracts, sales, etc., which are placed on the credit side. The order account could be designated *sales*. Some firms use this term, also *merchandise*. As this account is credited with all orders or sales, it is quite evident that the total of these will be the amount of business transacted during a given period.

This account must be balanced, or debited, with those items which were an expense to the business in producing the orders. This must necessarily include every item, such as: material, labor, expense, etc. The debit side of the profit and loss account shows what these items were. In fact, the identical items on the debit side of profit and loss—material, labor, expense, etc.—could be transferred to the debit side of orders, and would show that it cost for everything to conduct the business, during the month, \$2,133.72, and the amount of orders was \$2,078.17, or a loss of \$55.55.

Some firms place on the debit side of orders (or what other term may be used to designate the account) all items that cost to produce the orders—such as: Material, labor, expense, etc. As these are the three principal items in the electrical contracting business, separate accounts should be kept for each of these and the methods outlined above permit this.

PROFIT AND LOSS

This account determines whether the business has been conducted at a gain or a loss and is therefore the last one to be closed. An analysis of this account will show that it contains the total of all the business transactions (and the results) for the given period. The total sales, orders, contracts, etc., are on the credit side. What it cost

Dr.				Orders				Cr.			
Feb 28	By Profit & Loss			\$ 2078 17				Feb 1	By Wm. Andrews		247 6
									By Geo. McCall		368 00
									By J. Stevens		487 27
									By Geo. Jones		576 41
									By Jno. Nelson		578 22
									By Edw. Sampson		744 90
									By Jno. McLean		1285 00
											2078 17

Fig. 6—The total amount of business transacted would come under various heads, such as merchandise, contracts, orders, etc. In this instance the total amount of business will be designated as "orders" and this account will take the form shown.

Dr.				Profit & Loss				Cr.			
Feb. 20	To W ^m Andrews	\$	24 76	Feb. 28	By Orders	\$	2078 17				
" 28	" Expense		333 50		" Deficit		55 55				
" 28	" Depreciation		7 00								
" 28	" Produc. Labor		644 18								
" 28	" Int. & Discount		4 82								
" 28	" Material		1119 46								
		\$	2133 72			\$	2133 72				

Fig. 7—One of the most important accounts is that of "profit and loss." This account should be charged with every item that cost the business something and credited with everything that produced something for the business.

Dr.				Deficit				Cr.			
No.	28	To Profit & Loss	\$	55	55						

Fig. 8—The last account to be opened in the ledger is "deficit." And since the transactions for the month show a loss, this account stands as above.

in material, labor, expense, etc., to produce these, is on the debit side. By the rule: *Debit the account that costs or receives value; credit the account that produces or gives value*, it is proper to place on the debit side of this account everything that costs something, and on the credit side everything that produces something.

An examination of the debit side of the profit and loss account shows that it cost to produce the amount of business secured: Bad debts, \$24.76; expense, \$33.50; depreciation, \$7; productive labor, \$644.18; interest and discount, \$4.82; material, \$1,119.46; total, \$2,133.72.

As the amount of orders (with

which the account is credited) is only \$2,078.17, the business was transacted at a loss of \$55.55.

The last account in the ledger is deficit. It is debited with the balance of profit and loss, and the entry being on that side of the ledger shows a loss. This account cannot be balanced until the profit equals or exceeds the amount of the deficit. The deficit, however, can be charged off against capital, which would show an impairment of the same.

Of course, a combination of transactions could have been selected that would have shown a profit instead of a loss. Much of the bookkeeping in use by the building trades does not show either the losses or gains, and that is one of the great objects of a bookkeeping system—to determine the operating results of the business, and to trace the *why* of the loss.

The above system is quite simple, requires only three principal books and will meet the requirements of the average electrical contractor. If the set of books is properly opened there should be no difficulty in making the correct entries by anyone who is willing to give the nature of accounts, debits and credits and the necessary forms a careful study and to faithfully carry out their purposes.

How a Standard Dish Washer Can Be "Built In" to Lighten the Labor of the Home

"We have voted that it is the electric dish washer that really takes the work out of housework," declares a practical housekeeper in recounting her success with the electric way in last month's issue of ELECTRICAL MERCHANDISING.

The picture shows how a standard electric dish-washing machine was "built into" the kitchen of a Buffalo (N. Y.) residence. Here the Western Electric family-size washer shown takes the place of the kitchen sink—the corner arrangement minimizing space as well as the labor of washing and drying the dishes.

With the increasing scarcity of household help, the electric dish washer is bound to grow in importance as a household appliance, and soon progressive builders of apartment houses will be incorporating this "built-in" idea into their kitchens.

Are there any new apartment houses under way in your town? Here's your chance to confer a favor on owner and future occupant, and also to register dish-washer sales.



How the Electrical Retailer Views His Merchandising Problems

An Analysis Based Upon the Replies of 300 Contractors to the Inquiries in the Questionnaire Sent to N. E. C. A. Members, on Behalf of the Electrical Merchandising Committee

By GEORGE WEIDERMAN

Chairman Electrical Merchandising Committee, N. E. C. A.

Question No. 1—Does the illuminating company in your city at the present time sell electrical appliances?

To this 245 replied "Yes" and forty-one "No." If this rate holds good throughout the country, five out of every six illuminating companies have for sale a full or partial line of electrical appliances and some of the others carry a stock for display purposes only.

Question No. 2—Are appliances sold at list prices?

To this 108 replied "Yes" and 120 "No." The illuminating companies handling devices seem to be almost equally divided between those who maintain and those who cut prices. This indicates a better condition than the complaints from members would lead us to believe. The percentage of price cutters is no higher if as high as that of other lines of retailing.

Question No. 3—Does the central station sell Mazda lamps?

To this 300 replied "Yes" and thirty-six "No," so the number selling Mazda lamps is about eight out of nine.

Question No. 4—Does your electric light company hold special sales of appliances?

To this 242 replied "Yes," eighty-two "No," and twenty-one answered either "Do not know" or left the space blank. The number answering "Yes" is practically the same number indicated in the first question as selling appliances—245. Apparently all of the illuminating companies selling appliances stimulate the demand for such appliances by means of these campaigns.

In order to ascertain the conditions under which electrical contractor-dealers in general, and members of the N. E. C. A. in particular, are doing business, and to secure the recommendations of the largest possible percentage of contractor-dealers concerning trade conditions, the Electrical Merchandising Committee of the N. E. C. A. recently sent out a questionnaire to its 1200 members. More than 300 replies were received—approximately 25 per cent, or one-fourth, of the members answering the questions listed. The replies came from all parts of the country and indicated in many cases a lively interest, and in some a good grasp of the subject, although a few others manifested a weakness in fundamentals that must be remedied before the contractors thus replying can hope to successfully merchandise appliances.

Question No. 5—Do the illuminating companies furnish you these goods to sell during the same periods, at the price advertised, so that you may make a fair profit?

To this forty-nine replied "Yes," 219 "No" and seventy-three either did not know or did not answer.

The percentage shown here is rather

surprising, as there is no good reason why these goods could not be furnished except in cases where the price is cut materially.

In some cases the replies to this question were "Don't know" or "Do not know of any." There is no good reason why such an answer should be made. No contractor can hope to become a real factor in local merchandising until he knows what is going on in his line of business and knows of all the possible ways in which he can increase his sales through the efforts of others in the same line. When he knows conditions, he can use his judgment as to whether he wishes to take advantage of such opportunities, but he should by all means know whether the opportunity exists.

Question No. 6—Has the selling of electrical appliances been profitable to you when you have charged all overhead expense against it?

To this 133 replied "Yes," 130 "No," and forty-six either did not carry appliances or did not know whether such business gave them a profit. One stated "Selling of electrical appliances has been profitable only to the extent of helping us to increase our volume of business and overhead. There is practically no profit, therefore not much encouragement to make persistent systematic efforts." Another said, "The lamp business should pay all of the merchant's overhead." Still another stated, "We cannot segregate selling expense," and some said "Don't know."

It is significant that many of those answering "Yes" to this question were the ones whose other answers showed good knowledge of what was going on in their cities. They also were the ones who made use of various local advertising mediums.

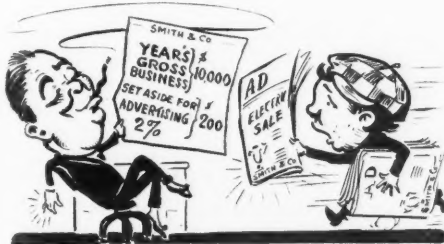
Statistics show that 95 per cent of the people who go into business fail. The business graveyard claims in the neighborhood of 16,000 retailers each year. What these 16,000 men did not know about their business, but could have found out, broke them. The failure of the man who finally terminates his business career in bankruptcy is mainly due to guesswork. He guesses he knows how to run a store; he guesses the amount of stock he has on his shelves; he guesses



Ten out of every dozen central stations sell appliances, according to the figures obtained by the N. E. C. A.'s Electrical Merchandising Committee. And the number selling appliances is about equally divided between those who maintain prices and those who cut prices, indicating a better condition than complaints from some quarters of the trade might lead one to expect.

how much he owes and how much he has in outstanding accounts. He does not know what it costs him to do business but he guesses he is making money.

No electrical contractor can go very far in merchandising until he knows the facts concerning his business. It is the very first step toward success, this knowing "where he is at." It is not a difficult matter to get at these facts, and once found they should be kept up to date so that no matter what the changes in the market or local conditions, he can adapt



Three electrical contractors out of four are already using newspaper advertising, according to the N. E. C. A. figures. One contractor says he appropriates about 2 per cent of his gross sales to advertising. All kinds of publicity are used by contractor-dealers—newspapers, window displays, direct mail circulars, stuffers or inclosures, movie slides, theater programs, etc.

his business method to meet these conditions successfully.

Question No. 7—Do you advertise in the local papers?

To this 212 replied "Yes" and eighty-five "No."

Question No. 8—Do you advertise in theater programs?

To this seventy-six replied "Yes" and 218 "No."

Question No. 9—Do you advertise and how?

To this twenty-eight replied "Yes," thirty "No," and 246 did not reply as they probably felt that the matter was covered by the other questions on advertising. One said, "Have not invested one penny in advertising during ten years' operation." On the other hand, one answered "We spend, on advertising, about 2 per cent of our gross sales, including wiring." Another replied, "Do not advertise except when compelled to." One wrote, "We do not know of a single instance where our advertising attracted sufficient attention to warrant an inquiry."

No matter how small the business, some amount should be spent for advertising. It may be possible for a dealer to secure some patronage without advertising, but it is necessary for him to work harder to get this business than it would if he advertised for it. Advertising is one of those necessities that a retailer pays for (through money lost on sales he might have had) even though he does not actually spend money for advertising space. There is no need for advertising to be as devoid of results as that spoken of by one of the dealers answer-

ing this question. There is an abundance of good sales-building, ready-made advertising suggestions furnished to retailers by the co-operative organizations and the manufacturers.

The kinds of advertising used ranged through the following: Newspaper, window display, personal, solicitors, mail, stuffers or inclosures, moving picture slides, theater programs, church publications, manufacturers' catalogs with imprint, and billboards.

Question No. 10—Do you advertise through the mail?

To this 205 replied "Yes" and seventy-nine "No."

Question No. 11—Which form of advertising has given the best results?

Newspapers, moving picture slides, displays and mail were the kinds specified by the greater number. In some cases the dealers felt that "good work and satisfied customers" were their most productive advertising and others did not know.

Facts in regard to advertising results are harder to get at, as much of the result cannot be directly traced. It is safe to say, however, that all advertising brings some results. Many dealers become non-advertisers because after buying a few inches of space they cannot immediately see results. Advertising is cumulative in its effect and must be used consistently and persistently to get the best results.

Question No. 12—How can we improve merchandising conditions?

This final question brought out a few suggestions, from which the following are taken. One feature of the replies to this question was a practically unanimous response to the effect, "Have the illuminating company discontinue selling appliances and let the dealer have this business," although in many cases the member making this reply showed by his answer to the other questions a lack of preparation to handle this business at the present time.

"STORE IS BEST END OF MY BUSINESS"

One member writes what might be considered a very fine summary of what to do. "My store is the best end of my business. I have always followed up the store end of the business just as closely as I have the contracting end. I carry almost everything in the market, keep my store neat and clean, and have a good

saleslady to wait on trade. We deliver most of our sales, particularly heavy pieces. If anything goes wrong I make it good.

"The lighting company carries a stock of heating apparatus and runs large ads in all the papers. I figure I get the benefit of its advertising, as I do a great deal more store business than the company does. We work together in almost everything that goes on. I do not do much advertising but keep my windows trimmed and change them often.



"If the average contractor devoted as much time to the study of how to merchandise as he does to abusing the electrical business, his competitors, the electric light company, the jobber, the dealer, and everybody else, he would do much toward elevating the electrical business and incidentally make a good profit for himself."

We work with the lighting company and get along fine; we get more business for it than it gets for itself." This member stated that he does make a profit when all overhead is charged against his appliance business.

TEACH MERCHANDISING METHODS

The following was received from another member: "Improve the contractor first. He has no business training. If the average contractor devoted as much time to the study of methods how to sell merchandise and electrical installations as he does abusing the electrical business, and abusing his competitors, the electric light companies, the jobber, the dealer and everybody else, he would do much toward elevating the electrical contracting business and incidentally gain a good profit for himself." This same contractor answered "Yes" to the inquiry regarding overhead.

Another answer to this question was: "Can be improved by encouraging the members to (1) secure a location in the shopping district, with store windows and interior showing a complete assortment of electrical appliances, and (2) use solicitor for house to house work. The latter suggestion will be practical



Practically all the central stations selling appliances hold special sales, but only one in five furnishes goods to local contractors to be sold during the campaign at the price advertised, with a fair profit to the contractor-dealer.

if you can secure sufficient difference between the cost and selling price to take care of at least 20 per cent overhead, profit 10 per cent and a selling expense averaging 15 per cent."

HOW ONE CENTRAL STATION CO-OPERATES

An ideal condition exists in one city and is in accord with the suggestion made by some members to "Get harmony between the lighting companies and the contractors." The only central station furnishing service in this city is working in every way possible on a very satisfactory basis with the electrical contractors, jobbers and dealers. The company does not sell appliances of any kind or sort, neither does it sell Mazda lamps. On June 1 the lighting company launched what it terms its "Electric Appliance Campaign." It has employed about six experienced and capable solicitors. Each salesman is furnished with a handbook containing special photographs of the best appliances of the respective kinds.

The company called the contractors and dealers together, that is, those that carry a stock of appliances, and they have agreed to sell at list prices for cash, and to add approximately 10 per cent for club plan payments from four to six months.

The lighting company has offered these dealers permission to display their wares in very attractive glass showcases (each case being about 12 ft. long) at the lighting company's display room. They have employed an experienced saleslady, who has charge of this display room also, to demonstrate and sell appliances. Her salary is paid by the dealers, each of whom pays one-seventh.

CAMPAIGNING ON APPLIANCES A WEEK AT A TIME

The company also intends to specialize on one certain kind of appliance each week. It is advertised in the daily papers that the demonstration will be held at the office. The company also has had printed 15,000 very attractive pamphlets describing these appliances, giving the names and addresses of the dealer.

In addition to the foregoing, the lighting company has inaugurated a new excess 3-cent rate, which is fully described in the above pamphlet. In reference to the salary of the salesmen for the work in connection with this campaign, the company is to pay them a certain salary and the dealers are to pay 10 per cent commission on their sales with the exception of fans, motors, ironing machines and ranges, on which there is to be 5 per cent commission.

Other suggestions are: "Observe the methods followed by successful merchants in other lines, and do likewise."

"Educate the contractors to put in stock and salesrooms, and have standard resale prices."

"By contractors maintaining prices."

"By having the lighting company carry a stock for dealers and carry accounts to permit long terms to customers."

"By getting the illuminating companies to maintain prices."

"If contractor does not try to sell the lines on which the lighting company cuts prices."

"Larger discounts so that we can afford to employ competent soliciting salesmen. This, though minimizing our profit on the individual sale, would multiply the number of sales many times, to the satisfaction of manufacturers, lighting company and ourselves."

"Issue monthly schedule resale discount sheet of leading manufacturers."

"Have a thorough campaign of education for the jobber and dealer."

"Let supply houses have a resale price."

CONTRACTORS SHOULD MEET FOR MUTUAL BENEFIT

Unquestionably one way in which many of the existing conditions can be

improved is by means of local organizations of a more or less permanent character. Wherever a good condition exists the dealers and other interests will be found to have co-operated for mutual benefit. The day of the selfish go-it-alone man is past. Merchants in every line are finding that co-operative development of new business is to be preferred rather than cut-throat competition for existing business.

"If cut-price competition and the selling of merchandise at cost by central stations can be eliminated, the biggest part of this business will naturally revert to the electrical dealer. The prosperity which will follow this will make better business men and better merchants of these men. In the end, therefore, the problem will be solved automatically."

How Merchandising Through Dealers Has Boosted Business at Cleveland

With Trade Harmony, Public Good-Will and Increased Sales, "Nothing Could Induce Us to Go Back to Old Plan" Says Sales Manager

GEORGE E. MILLER, sales manager of the Cleveland Electric Illuminating Company, in addressing a recent meeting of the Ohio Electric Light Association's commercial members, on the subject of merchandising distribution, said that his company had tried selling appliances and had given it up, preferring to devote its energies to the manufacture and sale of electricity and to permit contractor-dealers to do the merchandising business.

"Nothing could induce us to change back to the old plan," said Mr. Miller.

"We are now working in harmony with the electrical merchants of Cleveland and are getting their goodwill."

"Moreover, there are now six stores in Cleveland which are carrying stocks larger than we would carry if we were in the retail appliance and wiring business."

"These firms really have 150 sales representatives that are working for us."

"This gives an outlet for a greater volume of goods than the company could move."

"The quality of some of the electrical goods sold locally may not be as high as it would be if all were sold from a central source, but the ma-

jority of appliances on the market today are of fairly high quality."

Mr. Miller also pointed out the manner in which a central station's merchandising activities are likely to be reflected to the company's disadvantage. The electric light company, when it is given a franchise to make and sell electricity, is awarded a monopoly in the community. If it then enters into the merchandising business it becomes a competitor of the merchants who have sanctioned the monopoly.

Furthermore, if the company conducts cut-price campaigns and deferred payment sales, the merchants will begin to realize that it is using the strong position its huge capital affords in a kind of competition which they, themselves, cannot meet on limited capital.

Merchants who compete with the company will naturally deem this unfair and if they are clear thinkers will attempt to revoke the monopoly privileges which make the unfair competition possible.

Mr. Miller concluded by stating that he had heard merchants seriously discussing this phase of central station merchandising activities, and advised central stations to take this growing sentiment into account.

"Lighten the Labor of the Home"

The Value of Display in Christmas Selling

More than Christmas Greens Is Needed and the Manufacturers Are Ready to Help You Out

By W. E. BAYARD



Here is the attractive standard window display suggested by the Western Electric Company to its dealers for Christmas, 1917. Practically the entire exhibit can be assembled from any retailer's stock, and the display can be varied to suit the tastes and needs of the merchant who installs it.

SELLING to the Christmas shopper is very largely a matter of display. And display means more than just the goods themselves, more than Christmas greens and wreaths and bells about the store; it means display equipment and materials. What are you going to do about it?

Time was when the merchant who showed his goods in novel ways was looked upon as a genius because he had nobody but himself to help him. He had to dig the new ideas out of his cerebellum and invent the little "properties" he used in shop and window. But we to-day are a fortunate and pampered generation of merchandisers. From every angle come the offers of assistance. A continual stream of clever selling ideas that we've never tried is pouring at our feet. The manufacturers of the goods we sell assume the burden and urge upon us every kind of advertising

matter that we need, to show and sell their product, which we are far too prone to totally ignore or graciously accept and then half waste through lack of care in using it. Yet this co-operation is invaluable. This material they offer is a gift of many dollars added profit and good reputation-in-the-town, and never is it more essential than at Christmas.

In selling your gift appliances next month you must remember that your store will be lined up along the sidewalk of a busy street with other stores on either side and opposite. These other stores are going to do their very best to capture all these Christmas shoppers as they come along, before you get a chance at them. They are competing with you for the dollars that are going to be spent. They will try to make their windows catch the shopper's eye and interest her and lure her right into the shop and sell

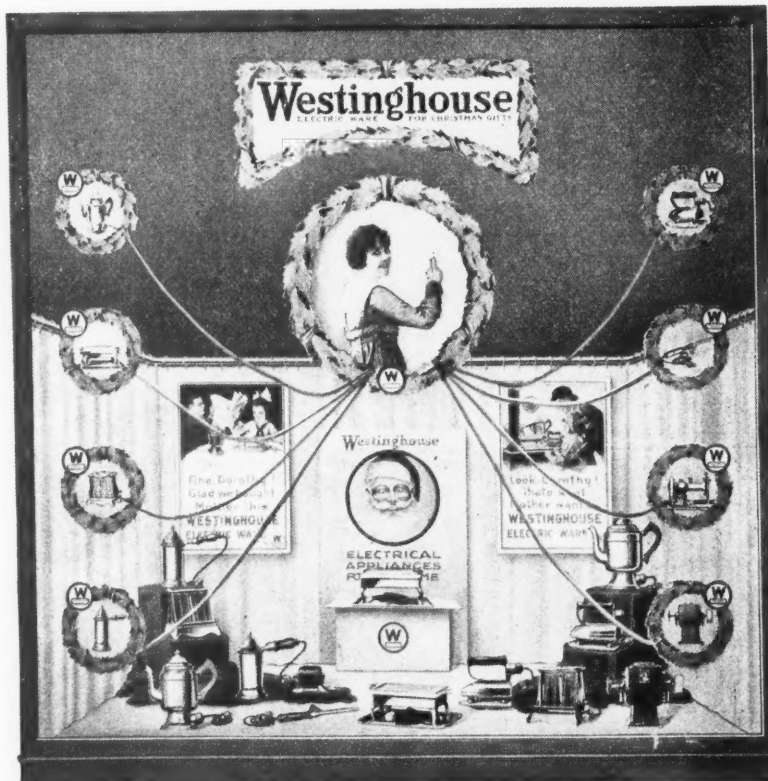
her all the presents that she needs before she ever gets a peep at what you offer. They will arrange their windows and display their goods inside the very best they can and "beat you to it" just as often as is possible. Oh, it's a rare old sport. It's a high-speed market. And you're pitted against experienced retail shopkeepers who know the tricks that draw the trade. You've got to put your mind to it and play the game with spirit or there won't be any medals coming to you. And the thing you need the most of all—next to good holiday goods—is good display effects.

Why do you need display? I've told you. When the shopper comes walking down the line with that what-will-I-get-for-John expression on her face, if there's a gaily lighted Christmas tree standing on the curb before your store it will catch her eye. It will interest her. "That looks like a live

spot," she'll think. "There must be something doing there—some good suggestions." And right down she comes to look the situation over. So a lighted tree or a sparkling Christmas sign to catch the eye 'way down the street is invaluable.

Well, when she gets there, what then? She looks into the window and all your chances will depend on how your display impresses her. Your gift appliances are novel, interesting, appropriate, but unless they are shown dolled up in holly boxes and red ribbon with the atmosphere of Christmas all about, they look like just electrical stuff—not Christmas gifts. And then another point—the average shopper won't know what all these things are, what they are for and why they make the very kind of gift that's best this year—a useful, sensible war-time gift. You'll have to make your window show her this, by decking it with Christmas greens and bells to give the atmosphere, and then by using good display material to tell the story. You will want window cards, gay posters for the glass, red streamers that will lead the eye right to the article itself; in short, good window advertising material that will make your offering "look like Christmas."

And when the shopper looks into your window and sees something that suggests a good idea, what then? Why then she's ready to come in. And if the view she gets of the interior of your shop invites her, if it looks interesting and "Christmas-sy" she will come in and look around. And there



The window wreaths and streamers of bright red tissue add a Christmas spirit to this Westinghouse window. Wreaths, streamers, and placards are supplied by the manufacturer, and with the dealer's own stock, make up a most attractive display.

again you must use all your ingenuity and all the resources in advertising matter that you can command to make the selling sure. Decorate your store the best you can, of course, and make the Christmas spirit strong in evidence. Then use posters and description cards to mark the goods for what they are, and lots of little folders to describe in detail when the man or

woman wants to "find out all about it." These are the things that sell the goods at Christmas time.

I have been carefully looking over the Christmas dealer-help material that the various manufacturers, big and small, have provided for the local contractor, dealer and central station shop to use this year. There is a wonderful lot of clever stuff among it. The sixteen Hotpoint colored posters are about the most striking presentation of the different appliances that I have ever seen. The style and colors are so unusual and artistic that your eye jumps to it, and though these posters were not specially designed for Christmas, they can be featured by the Hotpoint dealer as a high spot in his window and dotted about his store most effectively. The Westinghouse window trim is also most elaborate and appealing. The medallions showing individual appliances will make a striking side border on the window glass, and the red paper streamers leading back to the appliances themselves, with the other pieces in the background give a lot of Christmas selling impulse. Every manufacturer is doing his part and no dealer need fail for lack of tools to work with. The big Christmas campaign of the Society for Electrical Development is



Next to the effective sales clerk, the well-dressed show window is the most effective force in selling goods, according to the views of the Hot Point Electric Heating Company. Its sales plan for this fall has therefore been built around the dealer's show window, with the idea that an effective show window will help make up for the war's inroads on the dealer's sales force.

available to all members free of cost, and to others at comparatively small expenses.

This society campaign is the first great national effort to make a full campaign to sell electrical appliances as Christmas gifts and is undoubtedly the most valuable bit of Christmas co-operation ever seen. The book of suggestions is a mine of inspiration and ideas all practical and ready. There are innumerable window displays and newspaper ads that you can apply, and an equipment of posters, window wreaths and price cards that will sell goods for you and increase your Christmas profits over anything that you could hope to win unaided.

As I said before—selling to the Christmas shopper is very largely a matter of display. To work up this display yourself is hardly practicable, and it would cost you many hundred dollars to prepare the necessary cards and posters for yourself. Therefore, if you would have the profits of your opportunity to sell gifts to the Christmas market right ahead, take what the manufacturer offers you, appreciate its value and make the very most you can of it.

Get your plans ready now and see that every man and woman in your town is properly impressed with the reasons why he or she should *Give Something Electrical for Christmas*.

slipped in and out; in fact, the whole display is arranged so that it can be set up and can be maintained with a minimum of labor.

In addition to the ease with which the display can be handled it has many other advantages to the dealer. He gets a display that contains a very high class selection of the company's best pieces of art work. His window with these standard displays in it is an exact reproduction of the electric store windows shown in the company's magazine advertising. This advertising advises customers to watch for the dealer who has this display in his window. In this way the company has come as nearly as is practicable to printing the names of the dealers in its advertisements in the popular magazines.

Taken, all in all, the plan is one which will help make up for the shortage of sales clerks, and which will go far to tie up the efforts of the manufacturer and his dealers into a united drive.

Helping the Dealer to Be Effective in Spite of the Inroads of War

With Sales Force Depleted the Electrical Merchant Must Now Increase the Selling Power of His Window Displays

By L. C. SPAKE

REALIZING that the military demand for men is going to reduce quite measurably the number of active sales people in the electrical industry, the Hotpoint Electric Heating Company has made plans for increasing the efficiency of the dealer whose selling power is reduced by these inroads upon his active sales force.

Next to the effective clerk, this manufacturer believes that the well-dressed window is the most effective force in selling goods. Its sales plan for the fall season has, therefore, been built around the dealers' show window. It believes that if the dealer's show window is made effective it will make up for the loss occasioned through the shortage of clerks.

The plan is as follows: The manufacturer consigns to the dealer a complete window display arranged for weekly changing each week for eight weeks, beginning with Nov. 5. The display itself is an expensive one, consisting of a redwood frame, sixteen highly-colored posters, and a set of sales talks on posters to accompany the pictures.

The three-panel hinged redwood

frame is 3 ft. high and more than 4 ft. wide, and is sawed from the famous redwood forests of California. The sixteen highly-colored posters, each measuring 14 in. by 21 in., are lithographed in five colors. These posters are to be used in sets of two, one on each side panel of the display, so that each week a different appliance will be featured. In the center panel there is a permanent card 7 in. by 14 in. containing the words, "Hotpoint, the laborless way." In the lower part of the center panel which measures 14 in. by 21 in. cards will be used which carry sales talks on the appliances featured. These cards are imprinted with the dealer's name. In the lower left-hand corner of each of these center panel cards a pen and ink sketch is shown. These eight sketches illustrate America's most interesting ruins, the California Missions. These pen and ink sketches will go far toward holding the interest of the passer-by who glances at the window. It is from these sketches that the display is named the Hotpoint Mission Display.

The frame is slotted so that the lithographed cards can be easily



Making the Waste Ad Spaces Blossom

Oliver R. Hogue of the Commonwealth Edison Company recently sent letters to residence customers of the Chicago Central Station Company to remind them of the many conveniences of electrical appliances. But more than that, Mr. Hogue gets their interest aroused even before they start reading, by the simple expedient of printing some attractive picture of appliances in use on the back of his letter, as shown. Thus, when the folded sheet is opened, the pictures spring into view, while the next unfolding reveals the letter itself.



Appliances pictured on the back of a letter to stimulate the customer's interest in "Lighten - Home - Labor" devices

Electrical Merchandising

The Monthly Magazine of the Electrical Trade

Volume 18—November, 1917—Number 5

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When Appliances Are Not Appliances

THE modern Christmas is not just a religious holiday; it is an idea wrapped round a custom of giving presents. And the electrical man who tries to sell appliances to Christmas shoppers just as appliances is going to fail.

What all these people want is "Gifts." They are in search of articles that will carry the Christmas idea, the Christmas spirit linked this year with the war-time thought of "something useful, something sensible." And often it is just a matter of a ribbon and a bit of holly paper that works the charm and turns an ordinary nickle-toaster into a gift suggestion. It is the effect of gala Christmas decorations that transforms the long-established electric store into a headquarters for new ideas for the shopper.

The electrical merchant must keep this thought in mind from now till Christmas. He cannot go on as usual selling plain appliances. The market seeks for "gift suggestions" and he must dress his wares in these habiliments.

Salesmanship That Starts at Home

THERE is an electrical salesman up in New York State who is headed for a bigger job. He found difficulty in his work and remedied it by selling himself on the electric appliance proposition. In a letter to ELECTRICAL MERCHANDISING he tells this very human story:

"I would like to say to every electrical salesman that the proper place to start selling appliances is in his own home. Some time ago I noticed that when I was trying to interest women in washing machines, quite a few of them came back with the question, 'Have you one in your own home?'"

"When I had to answer in the negative it put a damper on all my selling arguments, so I began to buy appliances myself. I now have the following collection at home: an electric washing machine, vacuum cleaner, sewing machine motor, electric iron, coffee percolator and a toaster. We are more than pleased with the results, as my wife has more time to spend with the children and her work is more pleasant and congenial.

"You might be interested to know that when I started to purchase our appliance outfit I was getting \$80 a month. Although my electric bill has increased, my doctor's bill has decreased and the laundry bill has been eliminated. And what is more important, my wife's health has shown marked improvement since we made our home electrical.

"The plan helped her and it removed from my mind a heavy burden, and while our home may not compare with some in the magnificence of its furnishings, it leads many with labor-saving devices and a happy wife."

It Is a Flexible Merchandising Plan

MANY times during the last month we have heard the question asked in connection with the Pacific Coast Merchandising Plan: Will not this plan rigidly limit the channels for distributing appliances; does it not mean that the central station must go out of the merchandising business, that the jobber must not retail, that the manufacturer must not sell directly to the dealer?

To each of these questions the answer is positively "No."

Instead, the plan proposes that any interest having goods to sell may sell them wherever it wants to sell them—to the jobber, dealer, central station or the public. But the plan points out that if the central station is to merchandise or the jobber to retail, such a central station or jobbing house becomes for the time being also a retail merchant itself, and therefore should recognize the interests of other retail merchants by competing on a fair basis of cost and service. Similarly, the manufacturer should recognize the interests of other distributors, even though he elects in any particular case or group of cases to sell direct or through any other channel he pleases.

The whole idea simply is that for greatest economy and efficiency in merchandise distribution, each branch of the industry concerned should recognize the interest of the other branches—thus working for harmony within the industry and effecting the delivery of the goods to the customer at a fair price.



Explain Even the Obvious, Also!

EVERY once in a while some electrical merchant awakes up to the fact that he has to tell the electrical story in mighty simple language if all of the public is to understand.

One large Atlanta dealer, for example, does not think it "too obvious" to explain to his customers, by means of a sign, that "One electric iron is all that is required. It stays hot till ironing is completed."

The woman or colored servant who has used coal stoves or even gas all her life, may get as far as comprehending that the new-fangled iron the salesman is showing her can be heated by a little wire—and yet utterly fail to grasp the idea that the iron is continually being heated in the laundress's hands as fast as it cools. So she may conclude that two or three electric irons will be needed to replace her old sad-irons. And then she decides she will not buy to-day.

Do we know how often a sale is blocked by such fool thinking on the public's part, and are we taking any steps to set them straight by telling even the most obvious thing, as this man in Atlanta is doing?

IDEAS FOR THE MAN WHO SELLS



*Plans, Schemes and Methods to
Increase Sale of Electrical Goods*



Electrical Christmas Tree Growing on City-Hall Lawn

The city of Taylor, Tex., probably had as unique a community Christmas tree celebration as any city in the country last year. The movement, which was started by the Texas Power & Light Company, took hold immediately. A large tree was purchased from a near-by nursery and donated to the city. This tree was planted on the city hall park lawn and will be a permanent feature of the local Christmas celebration every year. The tree was brilliantly lighted, the electric company donating the cost of the wiring and lighting. Several thousand persons viewed the beautiful tree and witnessed the exercises.

battery charging besides selling new batteries—would accept any storage battery made as part payment for new cells.

When the visitor went inside to ask about it, he was told that the plan works well. "A man with a worn-out battery knows he needs a new one," said the clerk, "but he hates the idea of throwing that old cell away as a total loss. When he finds that we will look it over and allow him something for it on the purchase of a new one the sale is about three-quarters made."

Winning Window Watchers with Wireless

BY O. C. KNIGHT

Store Manager, Lloyd Donaldson Electric Company, Boise, Idaho

The big object of any window display is to get people thinking and talking about the store which it represents, and the goods which are on sale. One of our displays which accomplished its object with particular effectiveness had for its "center of attention" a simple little push

button to which no wires were attached. When the interested pedestrian pushed the button a sewing machine ran, a light was illuminated, an electric horn sounded and a bell rang. Our signs suggested wireless, and the agency of static electricity as the mystic power involved. From that start, each looker-in fabricated his own gauzy theory of the way a light touch upon the glass outside the isolated button was made to cause four different electric devices to operate at once.

The push button was glued on the inside of the window. From it a few fine copper wires were arranged in a fan-like arrangement to suggest wireless. The real instrument which closed the circuit through the four electrical performers was a switch concealed behind one of the partitions shown in the center of the picture. Through this partition we ran an iron rod with its front end just touching the window, and connected at the rear through a spring with the switch. When the glass over the push button was pressed from the outside, the window moved in enough to close the switch. When pressure was released the spring opened the switch.

In order to carry out the "wireless" idea the electric bells shown in the window were connected with the bell-ringing transformer through their bases, the wires being concealed

One Way to Get Attention for a Window Display

An electrical dealer in the Middle West pulled down the shade in his display window one night and installed what he thought was the best display of electric irons he had ever arranged.

"Bill," he remarked to his assistant, "I wish every man, woman and child who passes our place to-morrow would give this the once over."

"I can make 'em," assured Bill confidently. "Just cover the glass with wrapping paper and leave one little peep hole in it. Hang up a sign 'Line Forms on This Side' and everybody will take his turn to look in."

And that's all there is to the story except that Bill did, and the crowd did, and so they sold a lot of irons.

Broad Exchange Offer Pulls Storage-Battery Business

"Ask Us About It," was the heading of a large sign in the window of L. A. Wright & Company, in Springfield, Mass., when a visitor to the city nearly passed the shop. The rest of the sign stated that the firm—which does a hustling business in storage



There was no electrical connection between this push button on the window and the electric sewing machine, lamps, bells and auto horn—yet when the observer touched the glass over the button, they ran, lit, rang and blew respectively—and people talked about the display. Can you guess how it was done?

under the cloth. From the tops of the bell terminals coiled wires with bared ends were run. The electric horn was concealed under the street, so that its ecstatic blasts seemed to come from some car standing at the curb. This feature added to the wireless delusion and helped in keeping the unusual set-up talked about.

For the Man Who Handles Complaints

As a convincing "clinger" in a conversation intended to induce a customer to read his own meter, J. E. North, commercial manager at Springfield, Ohio, produces his pocket memorandum book and exhibits readings of his own electric, gas and water meters. These readings he makes weekly, he explains, because by so doing he is able to check approximately the readings on his bills, regardless of what day in the month the company's readings are taken. Furthermore, the written proof that he reads his own

meters, just as he is advising the customer to do, always has a telling effect.

The Gage of Your Appliance Business

To central station men who are operating appliance stores C. E. Yacoll of the Mahoning & Shenango Railway & Light Company, Youngstown, Ohio, recently gave the following as his method of judging what the total annual appliance sales should be. He figures that his store on the average should sell each customer on the company's lines \$10 worth of goods annually.

Hence \$10 times the total number of customers gives the year's volume of business for the shop. This record is being practically maintained by the Youngstown company's store, and there is in addition to this one electrical dealer who is doing as much business as the electric shop while several others are doing smaller amounts.

Reducing the Percentage of Returned Goods

First impressions are the most lasting. If a woman does not like a washing machine the first time she uses it, and if the machine is in her home on trial, back it probably goes. On the books of the sales company it becomes "returned goods" and should be so recorded in red ink.

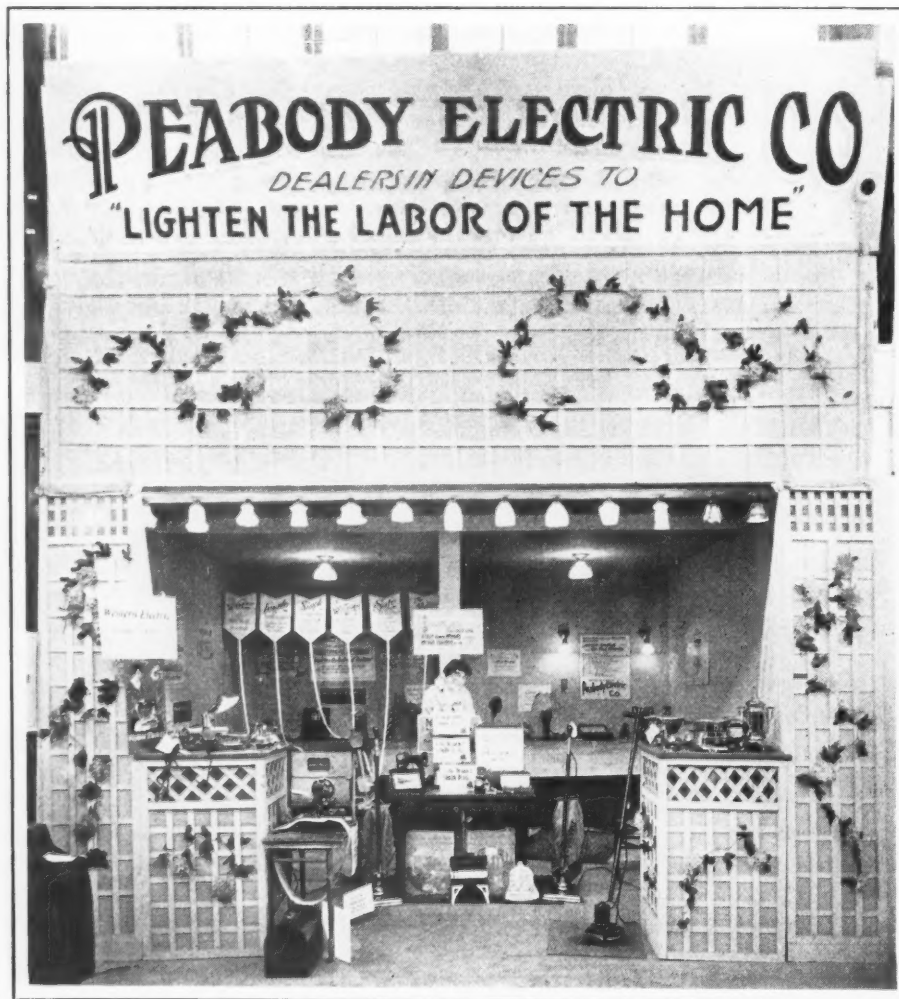
The surest way to prevent this is to get a deposit on the machine. But sometimes it is expedient to offer a free trial proposition. In that case it behooves the dealer to assure himself that the woman's first impression is favorable. One dealer in the Middle West accomplishes this by having his salesman on the job when the woman does her first washing. This salesman actually does the first batch of the washing himself, instructing the purchaser in the operation of the machine as he works. Then he superintends the remainder of the washing. If a fuse blows when the washing is only half completed he can save the day. If a woman were tackling the job alone for the first time and should encounter such an accident the machine, though it was not at fault, would no doubt become "returned goods."

A Sure Way to Get Vacuum Cleaners Demonstrated in the Home

Department stores which sell electrical appliances can increase their vacuum sweeper sales by the following method:

When the salesman in the rug department completes a sale he advises the customer that she is entitled to have the rug cleaned on her own floor by the electric vacuum process twice within a year. The rug salesman may perhaps give her a written statement or promise to that effect. Naturally the customer wants "what is coming" and in due course calls upon the dealer to clean the rug.

One New England department store has built up a considerable business in electric cleaners by this method alone. Obviously, household-goods stores having no electrical appliance department might co-operate on this plan by making some working agreement with an electrical dealer—to the benefit of both rug sales and vacuum cleaner sales.



This excellent example of how to tie local exhibit of electric household utilities to a national campaign to "Lighten Home Labor" shows a Muskogee dealer's booth at the Oklahoma Fair

Boys



Boys

WIN THIS BEAUTIFUL ELECTRIC TRAIN AND EARN MONEY WHILE YOU ARE DOING IT

Great contest for boys of 12 years of age

COMMENCE OCTOBER 1st, AT

The Popular Priced Electricians

203 KING ST. EAST, HAMILTON

Hustle! Only 25 Can Join

RULES:

We supply you with a grip containing

- 15 Tungsten Lamps
- 1 Extension Cord
- 10 Fuse Plugs
- 1 Double Socket
- 6 Gas Mantles

For this outfit you must either pay us \$10.50 or a deposit of \$2.00 and get your Dad to sign a card saying that he will repay us for any loss or damage to its contents. At the end of the contest or before, should you quit, your \$2.00 deposit, or the full amount—\$10.50—will be refunded to you as soon as you return the grip. For all money you pay in we will give you a receipt.

THE WINNER

The boy who has receipts for the largest amount on Dec. 1st, 1917, wins the \$55.00 Electric Train.

You Cannot All Win this Handsome Prize

But you can all make good money; for we are going to give you a commission on all you sell.

On the 25 and 40 Watt Lamps you will make 2c each	
60 Watt	3c
Extension Cord	10c
Fuse Plugs	2c
Double Sockets	10c
Gas Mantles	1c

BESIDES

We are going to give you a card to show to your customers with pictures and prices of Electric Irons, toasters, heaters, grills, etc. If you sell any one of these you earn 25c.

This Costs You Nothing. Absolutely Free to all Boys over 12 Years.

ENTER EARLY. WORK HARD. You will find it both INTERESTING and PROFITABLE. We may give several prizes. The name of the leading boy will be published in our window every other week.

Yours very truly,

THE POPULAR PRICED ELECTRICIANS.

Circular to boys enlisting their services in a contest for Christmas business

Getting Schoolboys to Help Sell Christmas Appliances

A Hamilton (Ont.) electrical dealer has worked out a unique scheme for enlarging the interest of boys in the electrical business. It is well known that many schoolboys are continually watching for a chance to make money, especially when Christmas nears. In the scheme outlined by this concern there is a big advertising advantage, since every boy entering the contest will make known in his home the name of the electrical dealer.

Not only is there a contest, but there is a legitimate selling profit to the boys for every sale made. The profits vary from 2 to 10 cents on various small articles, and larger amounts should a sale of a larger electrical household necessity be made.

Parents are always interested in what the children are doing, and the chances are that many sales will be made by the parents of the boys on their behalf.

There will be many visits to the store to see the prize electric train.

Mothers will be shown through the electric store, and, catching something of the boy's enthusiasm, another salesman, or rather saleswoman, is added to the selling force.—*Electrical Dealer and Contractor, Toronto.*

Has Rental Price for Every Appliance

"A profitable part of the retailer's business is the rental of appliances," says L. Levy of the Levy Electric Company, San Francisco. "I make it a rule to have a rental price on everything that one would want to rent. Necessarily, the charge is sometimes high. Nevertheless, I have definite rental prices, and I believe that it is good business to always be prepared along this line. I also find that used irons and appliances can always be sold in my neighborhood, provided one is prepared and informed of what can be procured."

How Butchers' Refrigerating Machines Help Save Food

Artificial refrigeration for butcher shops is advocated by the United States Food Administration on the ground that it keeps meats and fish in better condition during all seasons, preventing spoiling; has a high display and advertising value because a greater area of glass can be used than where the old-fashioned ice box is installed, and eliminates all uncertainty from fluctuations in the ice supply. Artificial refrigeration for this purpose not only conserves food but also freight facilities, doing away with hauling ice to many localities.

Sell Appliances for Use as Bowling Prizes

Electrical dealers can open up a new field for the sale of electrical appliances by encouraging local bowling clubs to give such appliances as trophies at tournaments and contests. The fall and winter months bring renewed interest in bowling, and energetic dealers and sales managers, as pointed out by a writer in *The Bulletin* issued by the Hydroelectric Power Commission of Ontario, can make a number of profitable sales in any town by seeking out the club committees who have charge of providing prizes, and getting these committees to purchase useful appliances instead of the highly ornamental and equally useless silver trophies which it has been more or less general custom to offer as prizes in the past.

Lightening Labor in Brockport (N. Y.) Homes

Residents of Brockport, N. Y., whose homes are wired, have received a mailing card which tells them all about the labor lightening activities of electric appliances. The Western New York Utilities Company has backed up its belief in ELECTRICAL MERCHANDISING'S "Lighten the Labor of the Home" campaign by sending out the attractive offer of home demonstrations to all of its customers. In addition to a list of electrical articles which are needed in the home, the postal salesman carries a table of a few of the useful things 1 cent's worth of electricity will do in connection with heating devices, vacuum cleaners and washing machines to promote home comfort and economy.

"Lighten the Labor of the Home"

Use These Reliable Electric Appliances

- IRONS**—An every day comfort in every home. Saves steps, time, labor.
- WASHING MACHINES**—No wash day worry. No rubbing or wringing. No hard work.
- VACUUM CLEANERS**—Twice the work—half the effort. Takes work out of housework.
- RANGE**—Always ready. Saves food, labor, time, money.
- SEWING MACHINES**—No more treadle pushing. Easily controlled and handy.
- TOASTERS**—Delicious toast, crisp, brown and hot, made on your table.
- HEATERS**—Takes chill out of small room. Inexpensive, safe, portable.
- PERCOLATORS**—Makes perfect, healthful coffee. No grounds.

Its uncomplaining readiness to serve makes the "Appliance Electric" ideal.

Cooking, Cleaning, Washing, Sewing and Heating by Electricity
Simplifies the Home Problem

This page from a New York State electrical firm's mailing folder shows how the dealer may do his part in the national "Lighten Labor" campaign

HINTS FOR THE CONTRACTOR



Ideas on Estimating, Stock Keeping, Shop and Construction Methods, and Collections

The Value of Daily and Monthly Reports to the Contractor

"I have tried many schemes for driving at overhead expense," says Charles Newman, president of the New Jersey Electrical Contractors' Association, "but I have finally settled down to a standard way of having a monthly report on my business conditions, which has worked out very satisfactorily in that it enables me to know my business, and keeps me digging for profits.

"First, for each job—whether it be a contract job or a time-and-material job—the actual cost of labor and material is figured out on the time-and-material slips. The cost presents itself, and the balance between the price of the job and the cost represents what may be called 'gross profits.' These slips are put before me every day as the jobs are completed, and show me at a glance how much profit I am making on each and every job, or whether a job was taken at a loss.

ALL ITEMS TOTALED AT END OF THE MONTH

"The slips are then filed away, after being entered into a ledger, until the end of the month, at which time they are run off on the adding machine, showing the total amount of the construction work done and sales made during the month. Then the separate gross profits are run off on the adding machine, giving the gross profit for the month.

"From the 'gross profit' the overhead expense is deducted, such as manager's expense, office salaries, postage, stationery, telephone rent, automobile tires, gasoline, depreciation, liability and fire insurance, etc. The balance brought down then shows me each month the actual profits I am making in my business.

"This system is very simple and requires very little time after once put into practical operation.

"By figuring out each job as it is completed, on the time-and-material slips, one's business can be analyzed

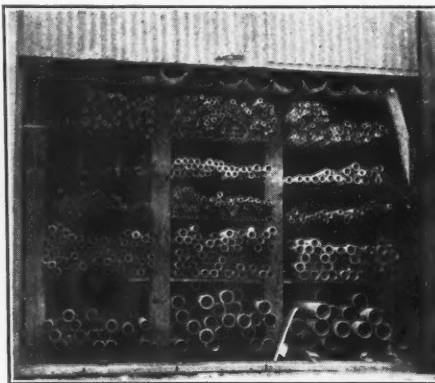
so that one can readily know where and by whom the profits are made. For example, my month's report shows me the total business completed during the month. This is divided into three parts: (1) Time and material work; (2) Contract work; (3) Sales. Then it shows the profit on time-and-material work, the profit on contract work, and the profit on sales. With it so divided into three parts I can at a glance see what branch of my business is making the biggest profit.

"From my own experience, I would advise all contractors who want to make real money to go into the selling game. It has been my experience that all the big money is made in the selling of electrical machinery and equipment. This business can be worked up very readily, and is very profitable."

Storing Conduit in an Outdoor Rack

One way to store rigid conduit consists in simply throwing bundles of various sizes through a trapdoor into the basement. The Fargo (N. D.) Plumbing & Heating Company has found a better method, however.

This electrical contracting firm has installed a neat rack at the rear of its store with a separate compartment for each size of pipe. The entire end of the rack is open so that the stock may be unloaded directly from the company's wagon or truck. The arrangement is equally convenient



Conduit may be loaded directly from this storage rack to the contractor's truck

nient for taking out stock on its way to the job.

A vertical sliding door of corrugated metal is so designed that when lowered it closes the storage space completely, protecting the conduit against theft and weather.

Every Household Now a Live Prospect in "Lighten-Labor-of-Home" Campaign

"The lightening of labor in the home is a subject of particular interest to all of us at this time, due to the call of our government and industries for both men and women workers and the consequent shortage of labor generally throughout the country," said Richard P. Ward of Dover, Del., in presenting a paper before the New Jersey Electrical Contractors' Association at Trenton, N. J., on Oct. 27.

"Naturally, we turn to electricity, the modern Aladdin, for assistance in solving this vital problem.

"The introduction of electricity in the home has revolutionized house-keeping methods. In the country or suburban home, for example, we can cite as a few of the electrical labor lighteners:

"Lighting, automatic pumping system, washing machine, iron, vacuum cleaner, dish washer, range, water boiler, heater, toaster, percolator, sewing machine, utility motor, etc. This list can be added to almost indefinitely, and generally speaking, each additional device will still further lighten the labor.

FIELD OFFERS ROOM FOR ALL

"To us contractor-dealers, the field for the sale and installation of such appliances is broad and ready for development, with plenty of room for all of us.

"In most cases, the central stations are ready to co-operate and provide good service and reasonable rates for energy, so that it is 'up to us' to get busy.

"Of course, we do not expect to sell an entire equipment to each householder, but nearly every home is a live prospect for one or more appliances right now. The wiring of a home, or the placing of one device, with a little judicious follow-up work, will usually result in a fairly complete equipment, to the mutual advantage of all of the parties concerned."

The Contractor as a Specialist —Doctors', Hospital and X-Ray Work

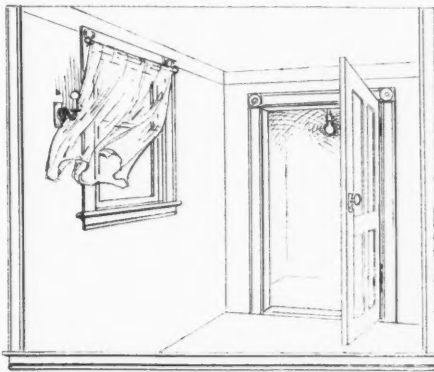
There is ample opportunity in the average city for the electrical contractor to become a "specialist," with results to him as beneficial and profitable proportionately as those achieved by his "specialist" lawyer and physician friends.

One contractor in a Georgia city, for example, specializes in installing X-ray and electro-therapeutic apparatus for the hospitals and physicians of his city. This work requires special experience and knowledge, and it commands, therefore, better prices. After having started in this line by installing one or two hospital outfits and sets for prominent local physicians, the contractor referred to soon found himself the recognized X-ray machine specialist of the town. His physician customers sought him out, and even to-day whenever any X-ray apparatus is to be handled or changed, they call on him for the job, with an invitation to "send in his bill!"

And this X-ray and hospital field is only one of many specialties open to "the man who knows." A capable and alert contractor could easily get a beneficial monopoly of installing and maintaining all the dentists' electrical equipment in his town, and could even follow this up with a side specialty in the galvanic and faradaic apparatus used by physicians. These fields are all profitable ones, and to the man who knows belongs this desirable business.

A House-Wiring Window that Drew the Crowds

Two "safety-first" reasons for using electric light were well demonstrated in a window display at the Cleveland Electric Light Company's office. The back of the window showed the side of a room with a window and a closet door in it. An electric fan behind the window blew the curtain toward a wall bracket, and a placard near the bracket called attention to the fact that even if the curtain did blow against the bracket lamp there was no danger of fire. The closet door, operated by a small hidden motor, was continually opened and shut. The lamp in the closet, if closely watched, could be seen to go out as the door closed. A placard near this door explained, "Don't grope around



With the curtain blowing and the closet door opening and closing, this window never failed to draw attention to the house-wiring offer it advertised.

in your clothes closet with burning matches. Have an electric door switch." The general thought of the window was given in another placard advising the interested person to ask about the company's payment plan on house-wiring.

Holiday Work for the Electrical Contractor—Special Lighting and Moving-Sign Effects

The holiday season offers many opportunities for the electrical contractor to install special lighting effects and novel moving displays for local merchants in connection with their Christmas toy and merchandise sales.

The accompanying picture shows a unique display installed by the Stand-



At holiday time the contractor has many opportunities for installing electric-lighted and motor-operated sign novelties for local merchants. The picture shows a mammoth "toy" sign erected at Seattle, which included some unique electrical effects.

ard Furniture Company at Seattle, Wash., and operated and lighted by electricity. The ape's figure measured 15 ft.

The wheels of the speeder measure 6 ft. in diameter; they are mounted on hollow shafting of extra heavy 2-in. pipe, turned and polished, and set in Babbitt dolly bearings; they are driven by a 4-in. belt, taking power from a ½-hp., 220-volt, variable-speed motor. The oscillations of the body are effected through the arms and legs, which are connected by pins made of 2-in. pipe nipples with caps, and sock mits to hold them in position.

The wheels are painted white, yellow and blue, with lamps of corresponding colors, there being one hundred 20-watt lamps and a 60-watt nitro lamp in the center of each wheel. The illumination is further enhanced by two 1000-watt floodlights placed in front of the setting.

The wiring for the lamps on the wheels is run through the hollow shafting and attached to slip-ring pulleys and brushes.

It's Time to Sell Immersion Heaters for Autos!

The sale of immersion heaters for preventing the freezing of water in automobile radiators offers a real selling opportunity for any energetic dealer north of the frost line!

If you are a car owner doing business with a local garage, you will have no difficulty in obtaining a list of prospects. A canvass during the course of a very cold evening will prove exceedingly productive of sales.

One of the big advantages of using immersion heaters, aside from preventing freezing of water in automobile radiators, is that no starting difficulty will be experienced because by the use of this heater the engine is kept warm continuously.

Give Old Tracings to the Red Cross

When laundered, old tracing cloth makes excellent bandages and dressings for surgical use. The Red Cross is anxious to get all such old linen tracings.

Plans which have served their engineering usefulness can be passed along to local branches of the Red Cross for use in this way.

LIGHTING SALES METHODS



*Items of Experience
and Good Advice in Lighting Practice*

Lighted Showcases Beneath This Cashier's Window

When the Rome, N. Y., customer drops into the office of the Rome Gas, Electric Light & Power Company to pay his bill he is pretty sure to look at the company's line of lamps. He cannot avoid doing so, because the goods are displayed in a glass case



Instead of the usual hardwood panels under the cashier's window, the Rome (N. Y.) electric light office displays showcases with lighted lamps, which attract the interest of everyone stopping at the window.

which replaces the usual solid cabinet work just below the cashier's window. When lighted the lamps magnetize the gaze of every customer.

Selling Electric Light to Humble Homes

Any man who sells electric light will assure you that the factory laborer can afford to use electricity in his home. Yet in spite of the development that has already taken place in this direction there are still unscratched fields for electric service in the homes of the poorer classes.

A year ago a poor but educated man moved with his family into an apartment house that was wired for electricity. Inquiry disclosed the fact that for years that wiring had remained unused. Tenant after ten-

ant had repulsed the suggestion of electric service, claiming that "the expense would kill poor people."

The new resident decided to make the experiment for himself, however, and installed a 40-watt lamp in the kitchen. Much of his work was done at home and during the winter months the lamp was in daily use from 5 p. m. to 1 or 2 a. m. For this service his monthly bill ranged from 95 cents to \$1.10. For a comparable kerosene light he figured his cost would have been between \$2.50 and \$3 per month, with the added inconvenience of filling the lamp and running a fire risk.

In every town there are many such families ready to be convinced, and their education on electrical economy will go far toward bettering the living conditions of those who work hardest for their home comforts.

Making Silent Salesmen of Lamp Cards

In the electric store of the Tuohy Company, 332 Dwight Street, Springfield, Mass., the customer notices a row of lamp sockets mounted just back of the counter. Each socket carries a particular type of lamp, and under each sample a descriptive card is mounted. This card tells the size, or rating, both in watts and in candle power. The price for plain and frosted bulbs is also marked in plain figures, together with the cost to use for a period of ten hours. When a customer says "I want a lamp" he has a chance to decide on the size by seeing how much light each bulb gives.

Further, he can compare the operating costs of all the members of the Mazda family at a glance. In the event of the salesman being busy at the moment the customer enters, the

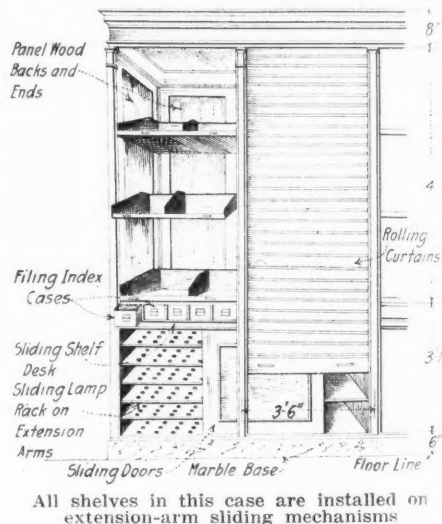
SIZE	{ 100 W. Type C 100 Candle Power
PRICE	{ \$1.00 Clear \$1.05 Frost Bowl
COST to USE—9 cents for ten hours.	

guest of the store often picks up interesting information on the low cost of good lighting while waiting to ask about something else.

Lamp Case Reduces the Cost of Labor

At the new building of the Union Electric Light & Power Company, St. Louis, Mo., very careful attention was given to properly laying out the application and lamp handling department. Special effort was put into the design of the lamp case which stands back of the application counter. One section of the case is shown herewith.

It is made of a high-grade quarter-sawn oak. The sliding arrangement of the drawers is strong, durable, and

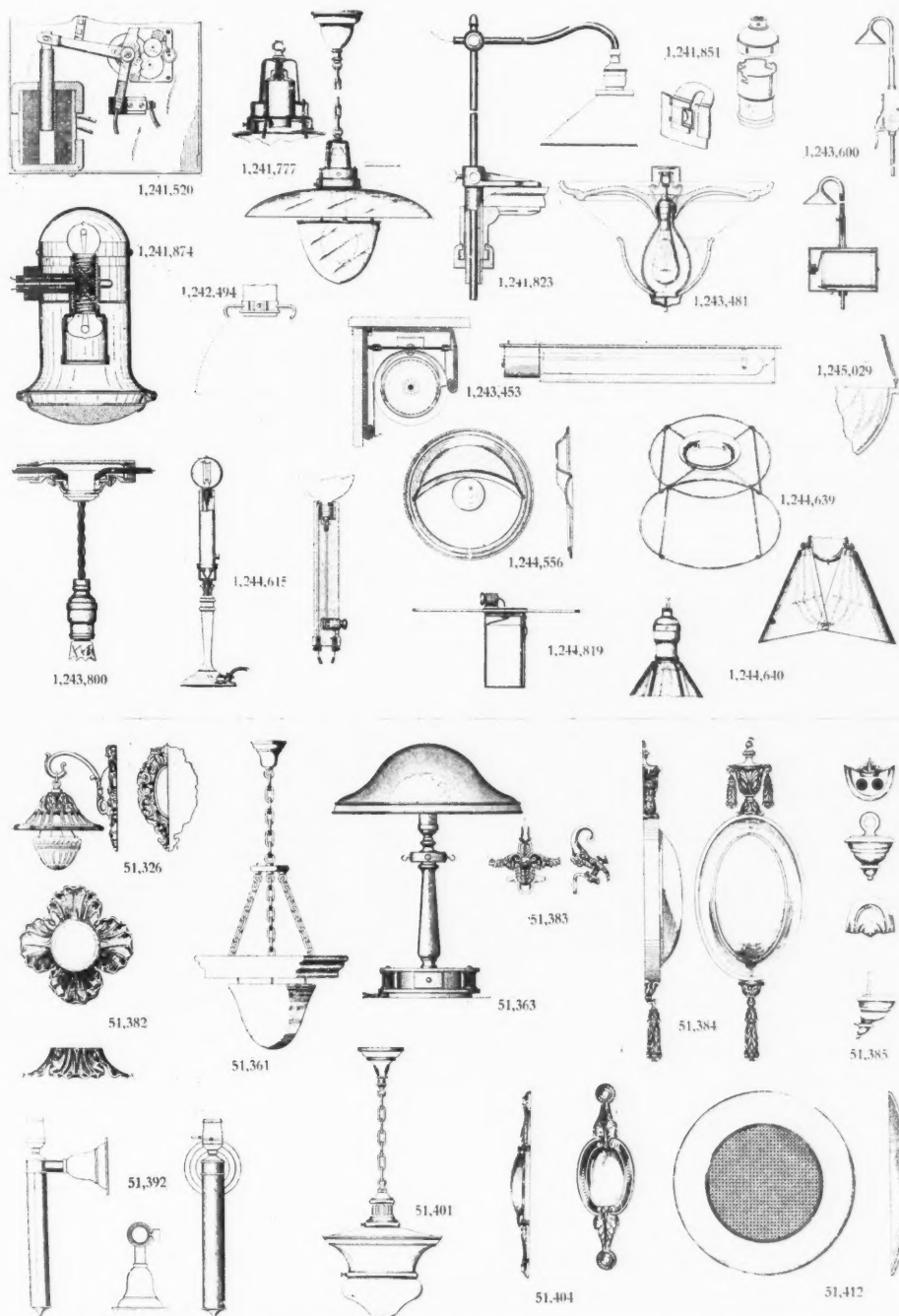


easy to operate. Making these upper drawers operate on sliding mechanism very materially increased the effective depth of the case and assisted speedy work by the clerks in handling lamps that are received in cartons.

The card index cases which are used to hold customer data are made of metal. The sliding lamp racks in the lower portion of the case are for those lamps that do not come in cartons.

By the installation of this case and other small changes that were made in the reconstruction of the main office storeroom, the company was able to cut down its labor by about 15 per cent. The company handles a great many lamps during the year, especially since it has free renewal on all tungsten lamps over 40 watts in addition to the regular free renewals on other lamps. The case was designed by C. E. Michel, the Union Company's manager of appliance sales.

Record of Lighting Fixture Patents



Copies of illustrations and specifications of any of these patents may be obtained from Commissioner of Patents, Washington, D. C., for 5 cents each

Design Patents

The following are ALL the design patents pertaining to lighting materials, issued by the U. S. Patent Office between September 27 and October 27, 1917, inclusive:

1.241,520. Electric Light Control System. John H. Jordan, Scranton, Pa. Filed Feb. 21, 1917. Issued Oct. 2, 1917.

1.241,777. Chandelier. Reginald C. Steeple, Spokane, Wash. Filed April 8, 1916. Issued Oct. 2, 1917.

1.241,823. Clamp for Brackets. Charles C. Couper, Norfolk, Va. Filed April 5, 1917. Issued Oct. 2, 1917.

1.241,851. Electric Lamp Socket Shell. William He, Toronto, Ont., Canada. Filed Feb. 19, 1917. Issued Oct. 2, 1917.

1.241,874. Lamp. Henry Miller, Newark, and Fritz Mueller, Irvington, N. J., assignors of one-third to Robert C. Hunter, Newark, N. J. Filed April 23, 1915. Issued Oct. 2, 1917.

1.242,494. Lamp Shade Bracket. Herbert L. Stubbs, Colorado Springs, Col. Filed Feb. 2, 1917. Issued Oct. 9, 1917.

1.243,453. Lighting Fixture for Display Cases. Esmond M. Smith, Cleveland, Ohio, assignor to the Multi-Lux Illuminating Company, Cleveland, Ohio. Filed July 17, 1914. Issued Oct. 16, 1917.

1.243,481. Electric Light Fixture. Richard M. Beard, New York, N. Y. Filed July 1, 1916. Issued Oct. 16, 1917.

1.243,600. Illuminated Music Lyre. George A. Hambright, Mount Vernon, N. Y. Filed Dec. 3, 1914. Issued Oct. 16, 1917.

1.243,800. Electrical Fixture. Carl H. Bissell, Syracuse, N. Y., assignor to Crouse-Hinds Company, Syracuse, N. Y. Filed Dec. 27, 1910. Issued Oct. 23, 1917.

1.244,556. Glass for Headlights. Robert L. Slonaker, Wheeling, W. Va. Filed Aug. 5, 1915. Issued Oct. 30, 1917.

1.244,615. Fitting for Electroliners. Kennard Kornbau, New Dorp, N. Y. Filed Oct. 3, 1916. Issued Oct. 30, 1917.

1.244,639. Lamp Shade Frame. Victor S. Pearlman, Chicago, Ill. Filed Dec. 11, 1916. Issued Oct. 30, 1917.

1.244,640. Lamp Guard and Shade. Frederick W. Pennock, Quebec, Canada. Filed Jan. 26, 1917. Issued Oct. 30, 1917.

1.244,819. Light Projector and Tongue Depressor. Elmer I. Young, Atlanta, Ga., assignor to the Throat-A-Lite Company, Atlanta, Ga. Filed Oct. 31, 1916. Issued Oct. 30, 1917.

1.245,029. Hanger for Light Transmitting Bowls. James T. Robb, Bay Shore, and William E. Jerome, Rockville Center, N. Y. Filed April 14, 1917. Issued Oct. 30, 1917.

Structural Patents

51,326. Lighting Fixture. Harry C. Adam, St. Louis, Mo. Filed July 19, 1917. Issued Oct. 9, 1917. Term, fourteen years.

51,361. Lighting Fixture. Harry C. Adam, St. Louis, Mo. Filed Sept. 1, 1917. Issued Oct. 16, 1917. Term, three and one-half years.

51,363. Lighting Fixture. Dixon L. Bean, Chicago, Ill. Filed June 20, 1917. Issued Oct. 16, 1917. Term, seven years.

51,382. Husk for Lighting Fixtures. Charles Ernest Jones, Chicago, Ill. Filed March 6, 1917. Issued Oct. 16, 1917. Term, three and one-half years.

51,383. Clamp for Calcite Mushroom Bowls. Charles Ernest Jones, Chicago, Ill. Filed Aug. 18, 1917. Issued Oct. 16, 1917. Term, three and one-half years.

51,384. Ornament for Bracket Backs. Charles Ernest Jones, Chicago, Ill. Filed Aug. 18, 1917. Issued Oct. 16, 1917. Term, three and one-half years.

51,385. Arm Pocket for Oval Bracket Backs. Charles Ernest Jones, Chicago, Ill. Filed Aug. 18, 1917. Issued Oct. 16, 1917. Term, three and one-half years.

51,392. Electric Light Wall Costumer. Frank D. Pelletier, Kansas City, Mo. Filed Jan. 23, 1917. Issued Oct. 16, 1917. Term, three and one-half years.

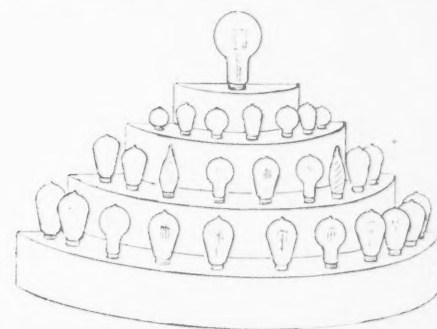
51,401. Hanging Lamp or Similar Article. Albert Wahle, Brooklyn, N. Y., assignor to Cassidy & Son Mfg. Co. Filed May 14, 1917. Issued Oct. 16, 1917. Term, seven years.

51,404. Plate for Lighting Fixtures. Lester R. Wellman, Chicago, Ill., assignor to Friedley-Voshardt Co., Chicago, Ill. Filed Aug. 24, 1917. Issued Oct. 16, 1917. Term, seven years.

51,412. Illuminating Lens. Edgar A. Gillinder, Philadelphia, Pa. Filed Jan. 2, 1917. Issued Oct. 23, 1917. Term, three and one-half years.

Display Rack for Incandescent Lamps

The lamp display rack illustrated was designed by E. C. Hynds, store manager for Matthew Brothers, Bir-



Window or table rack for displaying incandescent lamps of all sizes. The curved surfaces are of wall board bent to match the wooden frame, and the whole is stained to resemble oak

mingham, Ala., to exhibit incandescent units of all types and sizes. The semicircular steps are of wood, the step faces measuring about 4 in. wide. For the vertical surfaces, wall board can be bent conveniently to shape. The whole is then stained to resemble oak.

SALES HELPS FOR THE DEALER



*What the Manufacturer Offers
to Help You Get More Trade*



Putting the Electrical Dealer in Partnership with Santa Claus

This year the buying public has money to spend on Christmas gifts. However, the consideration of economy will play a more important part than ever before, therefore the superficial Christmas gift will be replaced by something useful.

Electrical manufacturers are helping their dealers to educate the public concerning the utility and the labor-saving qualities of the "gifts that work by wire." One of the aids to electrical gift sales which is offered by the Westinghouse Electric & Manufacturing Company is an attractive little booklet which helps to answer the question of what to buy for relative or friend. This little booklet is designed to be given to customers of the electric store, and carries brief descriptions of electric appliances for the home. Opposite each picture of an appliance is a blank in which the customer may write down the name of some friend or relative for whom he thinks the device would make an appropriate gift. The company is also issuing campaign material which includes window display helps, a mailing folder, street car cards, electro-board posters and lantern slides.

Roy B. Woolley, formerly sales and advertising manager of the Standard Electric Stove Company, Toledo, Ohio, and late of the American Ambulance Field Service at the Verdun front in France, having served his enlistment, has returned to America. He is now with the Society for Electrical Development, New York, as an executive in its advertising department. Mr. Woolley was with the McManus-Kelley Advertising Agency for some years, and is well known in advertising and electric circles.

The Ward Leonard Electric Company of Mount Vernon, N. Y., manufacturer of electric controlling devices and vitreous enamel insulation resistance units, announces that it is now represented in St. Louis, Mo., by the Morse Engineering Company.

Manufacturer Supplies Convenient File for Lighting Catalogs

When the National X-Ray Reflector Company first began supplying information to the trade in looseleaf form, it provided a ring binder to retain the sheets. With this system it was found that a man in a hurry never took time to fasten in the leaves. Some were lost through this neglect and the



A handy vertical filing case for lighting catalogs and bulletins

file was thus rendered incomplete. Moreover, the ring binder was not adapted to the same sort of handling and to standing on the same sort of shelf that an average jobber's catalog occupies. It usually found its place in a desk drawer. To eliminate these objectionable features and at the same time to retain all of the desirable characteristics of the looseleaf idea, a novel filing case has been worked out and is being offered, with complete data, to those interested.

Russell E. Sard, president of the Rathbone-Sard Electric Company, has left the Albany office of that firm to take up work in the business administration department of the Navy with headquarters at Washington, D. C.

Jobber Furnishes Special Catalogs with Dealer's Own Imprint

Believing that the central station and electrical dealer are the proper channels through which to reach the ultimate consumer on electrical household specialties, the Central Electric Company, Chicago, last year compiled a special sixty-eight-page catalog which it distributed to dealers with their own imprints.

"We limit this catalog to one dealer in a town," explains A. J. Selzer, sales manager, "thus giving him an exclusive catalog bearing only his imprint and no indication that it was not compiled by him for his own customers."

"So great was the demand from central stations and dealers for this catalog, and so successful were the results, that this year we are preparing to distribute a more elaborate catalog and several times the number issued in 1916, with other useful hints, such as window trims and local advertising suggestions, all free to the retailer or central station who will co-operate with us."

"We believe that every community is capable of supporting a high-grade Electrical Shop and are sparing no expense to co-operate with any live electrical merchant in an effort to make his enterprise successful."

Harvey Hubbell, Inc., manufacturer of electrical specialties and machine screws, Bridgeport, Conn., has issued a useful compilation of engineering data showing the proper relation of reflectors and lamps arranged in the form of a wall chart. The charts have been made in co-operation with the National, Edison, Westinghouse and Hygrade lamp companies. The accuracy of the information has been approved by each of them and they have also sent similar charts to their customers.

The Detroit (Mich.) Fuse & Manufacturing Company is conducting a "Quota Buster's Marathon" in which all "Square D" salesmen who have been with the company since Oct. 1 will endeavor to wreck all previous sales records for any two-month period. In the first issue of *The Quota Buster*, the official publication for the contest, Salesmen Otis, Hessel and Robertson are listed as holders of the leading places.

"Reason Why" Copy That Is Selling Vacuum Cleaners



A window card that "justifies" the purchase of a vacuum cleaner on a purely money-saving basis

Nowadays, when we are in the midst of patriotic appeals for subscriptions to Liberty Loans, and when even well-to-do families are co-operating in the campaign against waste and in Food Administrator Hoover's "doctrine of the clean plate," is particularly the time when a woman wants to "feel right" about any \$37.50 purchase she makes for household equipment. For this reason, declares G. Q. Porter, general manager of the



One window card ties up to the housewife's eternal problem, and the other answers her eternal question concerning cost

National Sweeper Company, Torrington, Conn., vacuum-cleaner sales copy that "justifies" vacuum cleaners in the light of this "right buying" spirit is the kind of copy that is actually selling the cleaners.

No end of good material is available for this purpose, although few dealers utilize, nor need to utilize, half the real advantages in the

"economy" reasons for buying a cleaner.

The time-saving advantage alone would justify the customer's whole investment in a good electric cleaner.

Most men folks realize that ordinary sweeping is hard, tiresome, disagreeable work, but most of them do not know that 2 cents a week is the whole of upkeep and electricity cost on the light portable types of the better makes of cleaners. Such a cleaner, moreover, will last for years.

Never did "reason-why" copy have opportunity for such "punch" as on electric vacuum sweepers to-day. Our own line of machines possesses certain mechanical distinctiveness and simplicity that we are exploiting in effective display cards and are having featured by the dealers in demonstrations. But notwithstanding the effectiveness of these appeals, the dealers tell us that the "Because" type of cards, like those reprinted herewith, are the ones which are most effective in getting the women to come in and make inquiries that develop into sales.

Some of the iron-clad laws of brevity in card writing are stretched in the card—"It Saves Its Cost"—but its clear reasons help to make a vacuum cleaner as essential in every wired home as a telephone or a doorbell.

Electric Light Versus Matches

In order to show the economy of electric light in comparison with matches the Buckeye Electric Works at Cleveland, Ohio, has outlined several window displays that may be prepared at small outlay of time and money. One of the most interesting of these makes use of an ordinary 5-cent box of parlor matches. The accompanying placard reads:

"A box of parlor matches costs 5 cents. You can burn for 5 cents:

A 15-watt 12 cp. Buckeye Mazda lamp forty-one and two-thirds hours.

A 25-watt 20-cp. lamp twenty-five hours.

A 40-watt 34-cp. lamp sixteen hours."

What the Salesman's Wife Can Do to Help Her Husband Sell

John H. Patterson, president of the National Cash Register Company, recognizes that the salesman's wife is an important—and an interested—factor in her husband's selling efficiency. So impressed was Mr. Patterson with this idea that last month he summoned the wives of his sales agents and salesmen to Dayton for a three-day convention. Posted conspicuously on the platform of the meeting hall was a placard citing these:

TEN THINGS THE SALESMAN'S WIFE CAN DO TO HELP HER HUSBAND

- 1—Serve simple food
- 2—Keep him cheerful
- 3—Give him plenty of fresh air
- 4—See that he gets plenty of sleep
- 5—Lend encouragement at the right time
- 6—Encourage him to take regular exercise
- 7—Be economical and save for a rainy day
- 8—Take a new interest in his sales record
- 9—Study customers' needs and help husband with tips
- 10—Read company's advertising and call attention to important things.

Another poster, illustrated with a bag of money from which dollars were leaking, bore the legend:

"LEAKS IN HIS EARNINGS"

- 1—Spends too much time at home
- 2—Eats too much; loses energy
- 3—Does not use simple methods
- 4—Lacks ambition—self-satisfied
- 5—Does not cover his territory
- 6—Fails to study—lacks interest in business
- 7—Does not read and use advertising.

Below was the reminder to the woman reader: "You can help him stop these leaks."

GOSSIP OF THE TRADE



*Glimpses of Electrical Men as
Caught by Lens and Pencil*

Goodwin to Address Madison Square Garden Meeting of New York Contractors on Nov. 20

A mass meeting of the electrical contractors' associations and the unaffiliated electrical contractors of New York City will be held at the Madison Square Garden Theater on Nov. 20, under the auspices of a joint committee of New York jobbers and the eight contractors' associations represented on the advisory board.

William L. Goodwin will speak on "Organization," outlining the features of the Pacific Coast Merchandising Plan, and there will be addresses as follows: "Ideal Relations Between Jobbers and Contractors," George L. Patterson, Stanley & Patterson, New York City; "A Code of Principles for Electrical Contractors," Fred W. Lord, Lord Electric Company; "Contractors' Licenses," J. P. Ryan, member New York City license board; "Relations with the Underwriters," J. C. Forsyth, New York Board of Fire Underwriters.

James R. Strong, Atlantic division chairman on N. E. C. A. reorganization, will speak on "The New National Constitution and Its Purposes," and Louis Kalischer, chairman of the advisory board of New York contractors' associations, will tell of the work of the board during the year. Louis K. Comstock, president of L. K. Comstock & Company, will be chairman of the meeting.

William T. Ball Dead

William T. Ball, president of the Tri-City Electric Company, died at his home in Moline, Ill., on Oct. 21. Mr. Ball was born at Granville, Vt., on Dec. 20, 1839, and received his early education in the Academy at Montpelier. For six years he was engaged in teaching in his native State, after which he went to Illinois and became actively interested in the Union Malleable Iron Company, of which he became secretary

and treasurer in 1881. In 1896 the Tri-City Electric Company was incorporated with Mr. Ball as its president, and he continued his active connection with this firm until the time of his death.

Work of the Advisory Board of Electrical Contractors' Associations of New York

With seven or eight separate electrical contractors' associations in Greater New York City, it has long been felt that the influence and activity of these scattered groups should be concentrated through some central channel, for the mutual progress and development of the associations and of the individual contractors.

Accordingly, about a year ago certain of the associations appointed two delegates each to serve on an advisory board representing the following organizations:

New York Electrical Contractors' Association.

Independent Electrical Contractors' Association.

Electrical Contractors' Association of Long Island.



LOUIS KALISCHER
Chairman Advisory Board of Electrical Contractors' Associations of Greater New York

Metropolitan Electrical Contractors Association.

Associated Electrical Contractors' Association.

Kilowatt Club.

Watt-Hour Club.

The following officers were elected to serve throughout the year: Louis Kalischer, chairman; Lewis H. Woods, vice-chairman; J. P. Ryan, secretary and treasurer.

The personnel of the advisory board, as originally constituted, was as follows: Frank Andrews, L. L. Brown, C. A. Christesen, J. L. Gehorsam, L. Kalischer, F. W. Lord, E. J. Murphy, J. P. Ryan, B. W. Sandbach, M. S. Seelman, Jr., E. J. H. Thiemer, G. M. Wheeler, L. H. Woods and Charles B. Montagriff, and during the year the following changes have been made: A. Newberger for L. H. Woods, and L. L. Strauss for Charles B. Montagriff.

The advisory board meets once a month, and during the year of its existence its activities and also its accomplishments have been varied and of much practical usefulness to the electrical industry and to the public at large.

After many conferences, the proposal of the New York Department of Electricity to make electrical inspections throughout the city, thus duplicating inspection now performed by the Underwriters, was so revised as to conform to many suggestions made by the advisory board for simplifying inspection methods and routine. Standardization of inspection methods throughout the State has also been taken up by the advisory board, with results that indicate progress. An attempt to introduce a bill at Albany licensing journeymen electricians was defeated with the aid of the board. Through its instrumentality, also, the incandescent lamp market in Brooklyn was thrown open to local electrical contractor-dealers.

During the last six months the board has closely co-operated in the progress of the Goodwin movement in New York City, solidly supporting it, and joining with a committee of metropolitan jobbers to arrange joint meetings of the various local associations, the first of these being the mass meeting scheduled for the Madison Square Garden Theater on Nov. 20, as noted in the opening article in the first column of this page.

Jovian Order to Foster Local Leagues During Coming Year

The importance of local Jovian-league activity as a means of extending the usefulness of the Jovian Order, was emphasized at the annual convention of the Order, held in New York on Oct. 22 and 23.

Hereafter the Jovian Order is to devote greater attention than ever to guiding and co-ordinating the work of these local leagues, through which its principal development work will take place.

Under changes in the constitution made at the New York meeting, each member will have the right to choose the league with which he is affiliated, whether he resides in the district of that league or not. Hereafter, also, Jupiter and Mercury will be nominated by a committee composed of the reigning Jupiter, the three preceding Jupiters and three congressmen; the tenure of office hereafter is to correspond to the calendar year; the congress of the order will meet at each annual and special convention, regardless of other meetings it may hold, and will act as an advisory board relating to the entire territory and membership of the order. Division of the annual dues will be made equally between the national order and the local league. Several changes providing for a reduction of the expense of conducting the central office were also arranged for.

In order to secure a large number of new members in the shortest pos-

sible time it was agreed to suspend the initiation fee until next February and thereafter re-establish it at \$5.

The election of officers resulted in the election of the entire ticket as proposed by the nominating committee, including:

Jupiter: J. F. Strickland, president Texas Power & Light Company, Dallas, Tex.

Mercury: Eli C. Bennett, St. Louis, Mo.

At the banquet which closed the convention, talks were made by Past-Jupiters Sam A. Hobson, Frank E. Watts, W. N. Matthews, Henry L. Doherty and Dr. Talcott Williams, dean of the School of Journalism of Columbia University.

Commercial Side of Lighting Discussed in I. E. S. Paper

"Illuminating Engineering as a Commercial Force" is the title of a paper prepared by a committee of the Lighting Sales Bureau of the N. E. L. A., consisting of O. R. Hogue, Commonwealth Edison Company, Chicago; C. L. Law, N. Y. Edison Company, and Earl E. Whitehorne of ELECTRICAL MERCHANDISING, and presented before the New York Section of the Illuminating Engineering Society, Nov. 8.

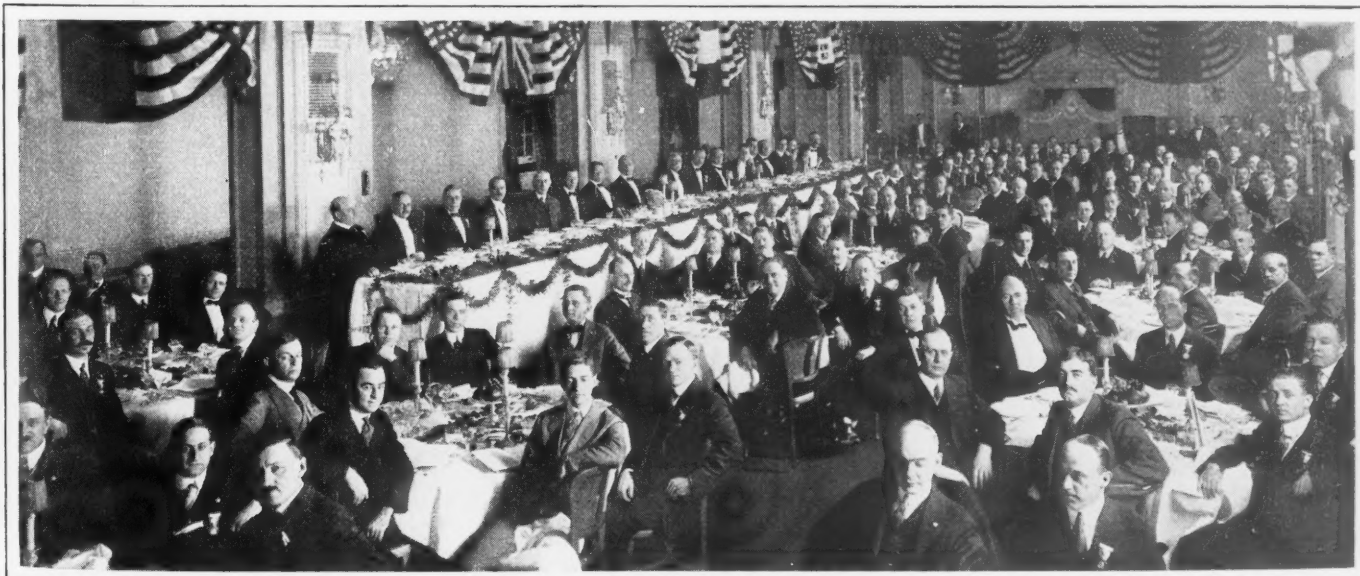
The possibilities of illuminating engineering are discussed, as applied to the development of new customers and the promotion of satisfaction among those already served. The report cites several examples of how to bring the customer's satisfaction

about. Among the other interesting points touched upon are the advertising of service and expert advice; the question of free service; the handling of complaints, and the reduction of bills.

Uncle Sam Needs Skilled Workers for Air Service

The Aviation Section of the United States Army Signal Corps is anxious to obtain skilled men for service in France. Electricians, telephone men, chauffeurs, mechanics and scores of other specially trained workers will be needed for the base organization which will back up our flyers on the other side.

Applicants must be physically fit, white, and from 18 to 40 years of age. Application should be made to the Volunteer Bureau, 119 D Street, N. E., Washington, D. C., giving name, address, present employer, trade, years of experience and approximate date when applicant will be called by draft. Those accepted will receive by mail a card to take to their nearest recruiting station, and full directions for enrollment. Enlistments will be made as privates, after which the recruits will be assigned to camp for training in their special branches of work. Following this preliminary course, they will be assigned to squadrons, when they will receive such rank as their ability justifies. The chances for sergeancies are good, as a large part of the personnel will consist of non-commissioned officers.



Banquet of Jovian Order at New York City, Oct. 23, closing convention at which many important constitutional changes were enacted

NEW MERCHANDISE TO SELL AND WHERE TO BUY IT

*Appliances, Socket Devices and Wiring Supplies Which
Manufacturers and Jobbers Are Putting on the Market*

Including Many New Appliances to LIGHTEN THE LABOR OF THE HOME

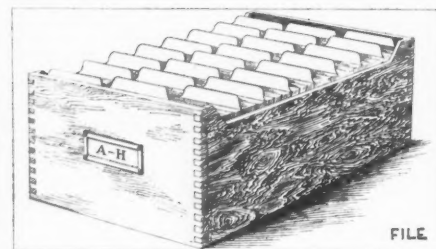
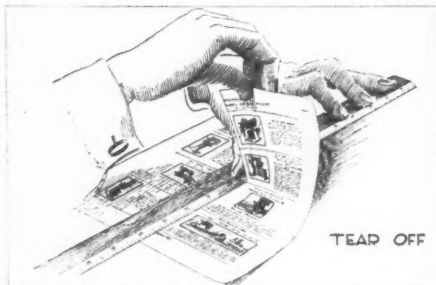
How to Use These Pages to Make Your Own Buying Index

Do you want an up-to-date buying index of "New Merchandise to Sell"—an index that you can make up as you go, to fit your own needs and those of your customers? Then file these items in a "Buying Index" of your own, in your own way—either on filing cards, on loose-leaf sheets, or in a scrap book—just as you prefer.

Beginning with the September, 1917, number ELECTRICAL MERCHANDISING has been furnishing its readers with the selective new-merchandise catalog service continued on these pages. By tearing out those items which affect your business and pasting them on filing cards, you can make a buying index that will put information on *what is made and who makes it*, right under your finger's end.

Every item, with its illustration, will fit a standard 3-in. by 5-in. filing card. Or, if preferred, these items can be pasted on sheets of paper for binding in a loose-leaf catalog or folder.

That there may be no interference between any two clipped items, these "New Merchandise to Sell" articles are printed on one side of the page only. Many of our readers have been in the habit of clipping from this section since it was first established. With the new standardized arrangement ELECTRICAL MERCHANDISING hopes to broaden its service in this department materially, and hopes that each of its readers may make the fullest possible use of the new service.



Electric Motor Chair

From ELECTRICAL MERCHANDISING, November, 1917

An electric motor chair, resembling in many ways the observation chairs pushed by attendants at many of the popular beach resorts, has been manufactured and is being offered for sale by the Mills Electric Company, Lafayette, Ind. As a means of locomotion for use on city boulevards, at pleasure resorts or for the use of invalids, and in hospital corridors and grounds, this easy-going electric car would seem to be admirably adapted. The chair consists of a motor, controller and storage battery, mounted on substantial running gear with ball bearings and rubber tires. The motor is attached to the front wheel with a worm gear which insures a positive drive with friction reduced to a minimum and which permits the operator to reverse by throwing steering lever over, a perfectly natural movement.

Electric Stove

From ELECTRICAL MERCHANDISING, November, 1917

The Simplex Electric Heating Company of Cambridge, Mass., is manufacturing a new electric stove in circular form with a quarter-inch cast-iron top. The heater is rated at 1200 watts maximum and is provided with a three-heat switch mounted on the frame. When in operation the cast-iron heating surface becomes red hot, making it an easy matter to produce active boiling of various liquids with this outfit.



Electric Floor-Polishing Machine

From ELECTRICAL MERCHANDISING, November, 1917

The "Utility" floor machine manufactured by the Kent Vacuum Cleaner Company, Rome, N. Y., is designed for polishing,



scrubbing and sanding floors. Four interchangeable attachments are provided, one for polishing waxed floors, one for scrubbing floors of all types, one for removing varnish and one for sanding floors. These attachments are a steel wire brush, a palmetto scrubbing brush, a tampico polishing brush and a sandpaper disk. They are circular and are rotated continuously in one direction as the machine propels itself over the floor.

Directional control is obtained by moving the handle. The weight of the machine is 45 lb., producing a pressure on the floor much in excess of that which can be applied by hand. The machine can be operated with ease by maids, scrubwomen, porters and other unskilled help. With thirty minutes' instruction it is claimed that any porter can cover 2000 sq. ft. per hour with this outfit.

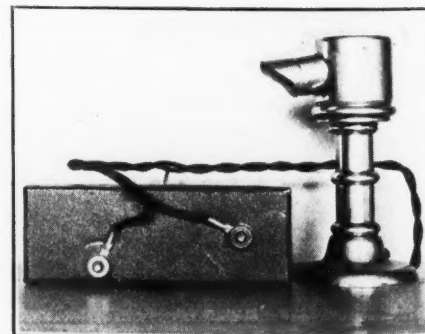
The machine is operated by a 1/6-hp. Robbins & Myers motor which runs at 1750 r.p.m.

The speed of the brush is reduced to 300 r.p.m. through a reduction gear drive. The motors can be furnished for operation on 110 or 220-volt direct or alternating current at frequencies of 25 cycles, 40 cycles and 60 cycles.

Phonograph Record Lamp

From ELECTRICAL MERCHANDISING, November, 1917

The Record-Lite Company, Manhattan Building, Milwaukee, Wis., has brought out an improved type of flashlight to illuminate phonograph records in order to make it easy to put the needle down at the right point. This new device differs from the company's former type of light in that it can be used on any style phonograph, whereas the former unit was for attachment to Victrolas only. As shown in the accompanying illustration, the unit consists of a flashlight mounted in a standard and hooded to throw the light on the phonograph record. Energy for lighting the lamp is supplied from dry batteries placed in a case near the light. A flexible cord between the standard and the battery box completes the equipment.





Electric Ventilating Set

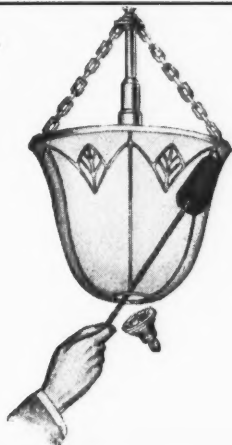
From ELECTRICAL MERCHANDISING, November, 1917

A small "conoidal" ventilating set for general air changing, blowing and exhausting purposes has been added to the products of the Buffalo (N. Y.) Forge Company. A multi-blade fan direct-connected to an electric motor is used to furnish a large volume of air at a relatively low pressure. The manufacturer calls attention to the fact that due to its low speed the fan is free from objectionable hum. The fan case may be swung around to discharge air in any desired direction. The outfit is equipped with a cord and attachment plug, ready for connection. Motors are furnished for 110 or 220 volts.

Loud-Speaking Telephone

From ELECTRICAL MERCHANDISING, November, 1917

By using the loud-speaking telephone set manufactured by Winkler & Reichmann, 220 South Street, Chicago, Ill., a demonstrator may explain his store window operations to the onlookers outside. The operator speaks into a breast-type transmitter, from which his words are relayed to the street by means of a loud-speaking reproducer and horn. The reproducer is supplied with a clamp for mounting it outside the window. A neat carrying case is furnished with the outfit, which in addition to transmitter and reproducer, includes a foot switch, control box, four dry battery cells and 40 ft. of wire.



Semi-Indirect Lighting Fixtures

From ELECTRICAL MERCHANDISING, November, 1917

An indirect lighting bowl which is provided with a removable ventilator so that the interior of the bowl may be cleaned in place, is now being placed on the market by the Superior Brass & Fixture Company, 316 Jackson Boulevard, Chicago, Ill. Specially designed cleaning brushes are supplied with each outfit. The ventilator, it is pointed out, prevents lamp breakage by keeping the source of light cool in a circulation of air. Specially treated snow-white opalescent glass is used in all of the semi-indirect bowls, which are designed for use in connection with nitrogen-filled lamps.

Electric Forge Blower

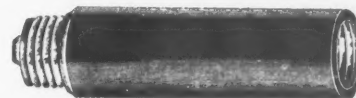
From ELECTRICAL MERCHANDISING, November, 1917

The Buffalo (N. Y.) Forge Company is marketing a variable-speed electric blower known as "No. 2E." This type of blower may be used for furnace draft, for operating church organs and for blowing forge fires. It is also used to remove scale from power hammers and for disposing of chips in metal and wood-working processes. A large oil chamber is provided and all running parts are self-oiling. Oversize brushes are used to do away with frequent replacements. A speed regulator is furnished with each outfit, together with flexible cord and attachment plug. The motor can be furnished for 110 or 220 volts.



Edison Base Resistance Units

From ELECTRICAL MERCHANDISING, November, 1917



The Wirt Company of Germantown, Philadelphia, is marketing a circular resistance unit provided with an Edison base. A substantial metal tube is used to incase the unit, which is made of solid "Di-el-ite." The receptacle end is made to take the standard plug or lamp, and by the use of the unit, small motors, toys and lamps may be operated from ordinary lighting circuits.

Electric Washing Machine

From ELECTRICAL MERCHANDISING, November, 1917

The Buckeye Churn Company, Sidney, Ohio, is manufacturing a washing machine which it claims to be the first ever constructed to wash clothes by employing the principle of surface tension. The tub contains no corrugations, no rubbing devices and is entirely smooth inside. For its washing ability the machine depends upon the hammer stroke of the elliptical tub to break up the soapy water and drive it through the fabric of the clothes. One of the types manufactured by the company has a capacity of ten sheets or their equivalent and operates at a speed of from forty-eight to fifty-five strokes per minute. The tub is made of fir staves held together by adjustable tank lugs. The metal lid is steam tight. The frame is made of cast iron and is mounted on casters which may be lifted from the floor by adjustable screws which permit leveling on an uneven surface. All gears are inclosed and run in oil. The wringer is of the swinging, reversible transmission type. The machine is driven by a 1/6-hp. invincible washing machine motor, and its net weight is 350 lb. The Sidney Electric Company is the distributor for the outfit.

Colored Lamp Shade

From ELECTRICAL MERCHANDISING, November, 1917



The Pittsburgh (Pa.) Lamp, Brass & Glass Company is manufacturing a red, white and blue lamp shade for use with the usual types of electric light fixtures. The shade is 5 in. high and measures 4 in. diameter at the base. In addition to private residence trade, this shade is useful for banks handling Liberty bonds, Red Cross booths, enlistment offices and military outfitting departments of stores.

Lighting Unit

From ELECTRICAL MERCHANDISING, November, 1917

A self-contained lighting unit which, it is claimed, utilizes every ray of light produced by the electric bulb, carrying its own diffusing reflector, is made by the Americolite Company, 523 West Fifty-second Street, New York City. This unit projects a soft, cheerful light downward where it is needed, it is claimed. Attention is called to the fact that the unit shows the true colors in fabrics, and also enables the matching of delicate colors perfectly. This unit is suitable for both the direct and indirect lighting methods.

Each item will fit a 3-in. x 5-in. standard filing card. Simply clip and paste on card (or loose-leaf sheet), filing under proper heading for ready reference when you want to buy. Continued on third and fourth pages following.

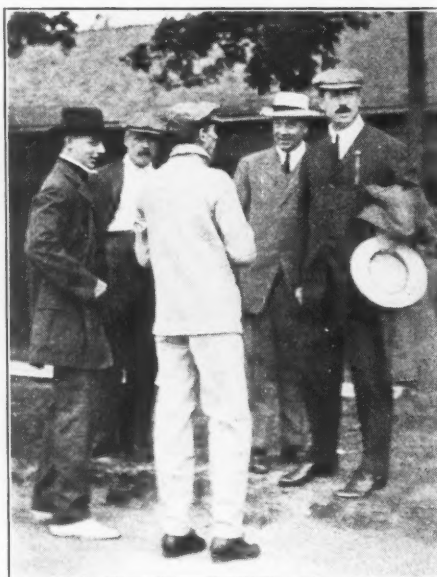
Keeping Uncle Sam's Uniform Dry

Lieut. J. H. Jacobsen, Company E, 108th U. S. Engineers, Camp Logan, Houston, Tex., who was formerly a member of the estimating division, contract department, Commonwealth Edison Company, still believes in "doing it electrically." The following article, which recently appeared in the *Houston Post*, tells the story:

"Lieutenant Jacobsen likes his uniforms to be dry in the morning and finds that at Camp Logan the moisture in the air takes all the gimp out of them and puts green mold in its place. Hence Lieutenant Jacobsen has arranged a wooden cupboard in which he hangs his clothes. It stands next his cot and is not bulky. In the bottom is a resistance coil, the heating unit from a small electric iron. When the Lieutenant takes 'em off at night he hangs 'em on the suit hangers in the cupboard, turns on the juice and goes to dreamland secure in the knowledge that he will find his uniform 'right-o' when first call sounds in the morning. The heating unit is not big enough to heat the box to the danger point. It is only necessary to keep the temperature inside a few degrees above that out-



If there is anybody in the audience who doesn't already know Jimmy Olsen of the Habirshaw Cable Company and "Al" DeVeau of Stanley & Patterson, New York City, just step to the front and we'll introduce you. These two famous old warhorses are here pictured enjoying Colonel Stearnes' lawn party at the New Orleans Country Club during the N. E. C. A. convention in October.



A "branch" meeting of the Society for Electrical Development in the shade of an old apple tree on Association Island, N. Y. The subject which General Manager J. M. Wakeman seems to be debating with Frank Gale of the General Electric Company, is apparently whether to all go swimming or to paddle around some more on the golf pastures. Vice-President Burchard of the General Electric Company and President McCall of the Philadelphia Electric Company apparently have their eyes fixed on the bathing beach in the offing.

side to prevent moisture condensing in the cupboard. Note: A hot brick put in on retiring will do just as well, the Lieutenant says, but why not be modern and use electricity when you have it?"

One Way to Sell Vacuum Cleaners

One Saturday last spring Walla Walla, Wash., was visited with a high wind. The town was full of people and, generally speaking, everything was moving. Salesman Clark of the Pacific Power & Light Company is a proud owner of a 1912 Ford touring car and on this particular day he was coming down Main Street against the wind when, without warning, the wind lifted his hat from its resting place and carried it to leeward. In the rear of Mr. Clark's car was a 1917-model vacuum cleaner and, after stopping his car, he grabbed the cleaner and ran up the street calling out "thief." After going about two blocks, he managed to recover his hat, but not before about two hundred people had started in the chase, thinking someone had stolen something.

Hat in hand, Clark stood up and waited until a nice crowd had gathered and then he said: "Gentlemen,

I have been selling this vacuum cleaner for \$27.50, and I feel like a thief for doing it. If any of you feels like a thief for allowing your wife to beat the rugs instead of purchasing her one of these up-to-date devices, I will gladly sell you one and deliver it to your home."

Whereupon a gentleman stepped up. "I have run over a block," he remarked, with a grin, "in order to see what was going on, and I have found out. As I promised my wife that I would buy her a cleaner some day, I will simply kill two birds with one stone. I will buy a cleaner, pay cash for it, and perhaps it will teach me to be less curious in the future."

Electrical Contractors of Utah Organize

The Utah Society of Electrical Contractors and Dealers held its first meeting at Salt Lake City on Oct. 4 and 5. Officers elected were: J. V. Buckle, president, Salt Lake City; Le Grand Robbins, vice-president, Salt Lake City. W. L. Taylor of Logan, E. H. Eardley of Salt Lake City, L. R. Bourne of Provo, V. B. Phillips of Brigham City, and E. A. Brough of Montpelier, Idaho, constitute the executive committee.



One of the formalities which did not get into the minutes of the Northwestern Electric Light & Power Association Picnic was the crowning of "Dad" Osborne with a diadem fashioned from the public prints. "Dad," you remember, is commercial manager of the Washington Water Power Company of Spokane. The gentleman at his right, who carries his cigar like a fishpole, is George Hughes, of the Hughes Electric Manufacturing Company. A. C. McMicken, who presides over the commercial destinies of the Portland Railway, Light & Power Company, will be noted at the left, posing for a pipe tobacco ad.

Quarter Century Club Establishes Comfort Fund

At a recent meeting of the Quarter Century Club of the General Electric Company, composed of employees who have been with the company twenty-five years or more, \$1,750 was donated as a "comfort fund" for the "Old Second," now the 105th New York Regiment, a large percentage of whose men are employees of the General Electric Company. The members of the club devoted the rest of the evening to the Second Liberty Loan, listening to addresses by President A. L. Rohrer and G. E. Emmons.

How Rising Cost of Cotton Yarn Has Boosted Insulated Wire Prices

Wire salesmen are having a difficult time explaining the present situation to customers. The advance in cotton yarn has more than offset the recent decrease in the price of copper, so that the price of insulated wire has on the whole increased. This is all the more difficult for the buyer to understand on account of the fact that the basic price of cotton has not increased, although the price of cotton yarn has risen. The reasons given for the increase in yarn costs are:



Cincinnatus it was, if we recollect aright, who had to be called from his plow to take command of the Roman armies. And Samuel Adams Chase it is who has to be summoned by three blasts of the village fire whistle to leave his plowing in time to catch the train that takes him back to Pittsburgh and the Westinghouse valley from his prize-acre farm near Absecon, N. J.

First, its heavy use by the government, and second, the fact that most yarn used on insulated wire is made from American cotton which is shipped to England, is spun there and reshipped to America. To illustrate how important this phase of the wire situation is, it may be pointed out that in 1000 ft. of No. 18 fixture wire the difference in cost of manufacture now, as against three months ago, is 44 cents. This difference is entirely due to the difference in the cost of yarn. Of course, in larger conductors the increase in proportion to total cost is not so noticeable.

Washington Contractors Hold Second Annual Convention

Mayor Fleming of Spokane, Wash., opened the second annual convention of the Washington Association of Electrical Contractors and Dealers, which was held in his city on Sept. 13-15. V. S. McKenny, president of the association, responded to the Mayor's address of welcome and introduced H. C. Rohrback, State representative of the Pacific Coast Conference Board. Mr. Rohrback read the first paper of the meeting, choosing for his subject "The Association Firing Line."

Other addresses were delivered by the following: Harry Byrne; O. B. Caldwell, general superintendent Portland Railway, Light & Power Company; W. S. Berry, local sales manager Western Electric Company; Hugh L. Tinling; W. A. Davis, chief electrical inspector, city of Spokane, and Albert H. Elliot of San Francisco.



L. R. Wallis, superintendent of sales of the Edison Company of Boston, is here exhibiting what he terms his "off peak load." Wallis says he wouldn't have made such a large catch, but he had an especially high demand that day and he was afraid the consumption would be abnormal.

"Lectures on Home Lighting" for Your Use

The Illuminating Engineering Society, 29 West Thirty-ninth Street, New York City, offers to members and all others interested the use of illustrated popular lectures on the subject of "Home Lighting." These lectures are designed to tell the general public in simple language how dwellings may be best illuminated, and each consists of a manuscript and some fifty or sixty slides to illustrate the text. The lectures, including manuscript and slides, are rented to members for a service charge of \$3 and to non-members for \$3.50.

The lectures have been prepared with the idea that local lighting companies and electrical contractors will arrange popular meetings in the interest of better home illumination at which these lectures can be delivered.

The Electric Retail Company, Atlanta, Ga., recently incorporated, is opening up its place of business at 66 Peachtree Street. All sales are to be handled on a strictly cash basis.

W. D. Davis, formerly connected with the electrical department of William Taylor Son & Company, Cleveland, Ohio, has joined the organization of Mableys & Carew of Cincinnati, Ohio.



With an appetizing sandwich in his left hand, a cup of steamingly fragrant coffee in his right hand, and superb scenery and unsurpassable companionship on every other hand, it is no wonder that S. M. Kennedy, general agent for the Southern California Edison Company, had no time to pose for our camera at the Spokane convention of the N. E. L. A.

Bell Ringing Transformer

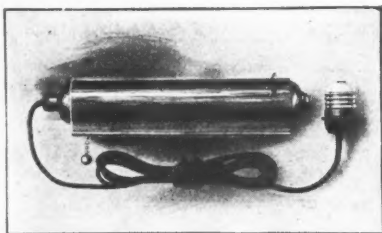
From ELECTRICAL MERCHANDISING, November, 1917

One type of the line of bell-ringing transformers now being manufactured by the A. E. Rittenhouse Company, Honeoye Falls, N. Y., is inclosed in a non-breakable pressed-steel case. It is stated that an ordinary battery bell can be operated with this transformer once it is properly adjusted for alternating current. Where groups of bells are to be operated, two transformers may be used with a secondary winding connected in series where higher voltage is desired. If higher amperage is needed the secondary coils of the two instruments may be connected in parallel. The coils are independently wound and are designed to withstand a 2500-volt insulation test between primary and secondary coils, and also between the coils and the case. Continuous short-circuit of the secondary, it is pointed out, will not burn out the instrument.



Fixture for Piano Lighting

From ELECTRICAL MERCHANDISING, November, 1917

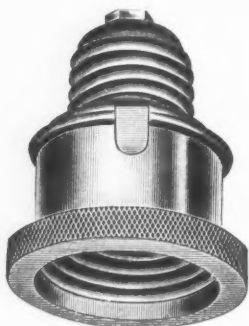
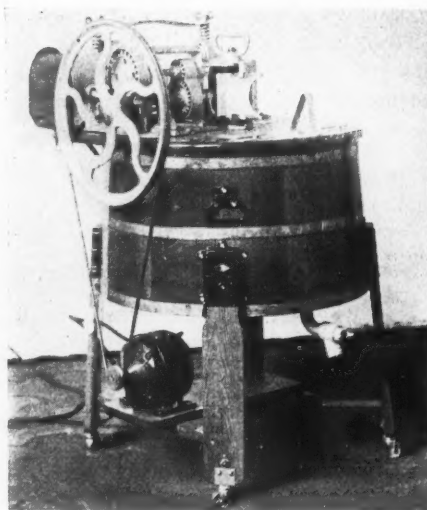


"Play-O-Lite" is the name given by the manufacturers to a new piano lamp which is now being supplied to the trade. The hood is so constructed that light rays are released only in a downward direction, eliminating objectionable glare. With this unit, a group about the piano does not have the effect of casting annoying shadows upon the music. Metal construction is used, and the fixture can be supplied in a finish to harmonize with any piano. A pull chain socket is used, and the outfit is fitted with 9 ft. of silk cord, and a swivel, non-breakable attachment plug. The fixture is manufactured by the Play-O-Lite Company, Buffalo, N. Y., and is being distributed by A. Hall Berry, 71-73 Murray Street, New York City.

Electric Washing Machine

From ELECTRICAL MERCHANDISING, November, 1917

The Miller Manufacturing Company of Meyersdale, Pa., is making an electric washing machine designed to wash and wring clothes effectively and yet be sold at a reasonable price. To achieve the latter end, simplicity has been the keynote throughout. Cypress wood is used in the tub, which is corrugated inside by grooves cut in the wood. On a platform below is mounted a Westinghouse 1/6-hp. splash-proof motor, which can be supplied for either direct or alternating current. This is belted to a flywheel to which is geared the rocker shaft. The rocker shaft is of square section to permit moving to accommodate a varying quantity of clothes in the tub. The important feature of a washer is the agitator which imparts motion to the clothes and water. This is a disk of wood about three-quarters of the diameter of the tub. To the lower surface are fastened six cleats 2 in. deep. These take firm hold on the clothes, without catching in such a way as to tear them.



Regulating Socket

From ELECTRICAL MERCHANDISING, November, 1917

A socket carrying an Edison base and having sufficient capacity to regulate small-size 110-volt motors is now being manufactured by the Wirt Company, Germantown, Philadelphia. Four steps are provided, ranging from 0.3 amp. to 0.6 amp. Either gun metal or nickel may be obtained. A milled fiber ring mounted on the socket provides an easy control of the resistance.

Radial-Flow Fan

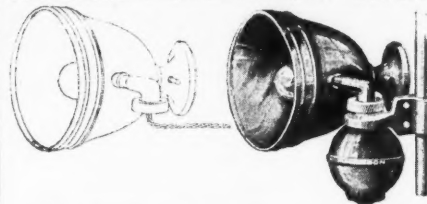
From ELECTRICAL MERCHANDISING, November, 1917

The Green Fuel Economizer Company of New York City has developed for direct connection to electric motors a fan known as the "radial-flow." The design is much along centrifugal pump lines and is such that the path of the air or gases through the fan has the least resistance consistent with ease of manufacture.

This outfit is suited for direct connection to alternating current motors at the higher synchronous speeds, which enables use to be made of small and compact driving units.

Electric Spotlights for Motor Cars

From ELECTRICAL MERCHANDISING, November, 1917



The latest development in the line of automobile electric spotlights manufactured by the Anderson Electric Specialty Company, 562 West Van Buren Street, Chicago, Ill., is known as the Model B "Autoreelite." On this lamp, the frame of which is designed to clamp to the windshield, an automatic cord reel carrying 12 ft. of extension cord is mounted. By loosening a knurled nut the lamp can be removed for inspection of the motor car, thus converting it into a portable light. When in place the lamp acts as a dirigible searchlight within easy reach of the driver's hand.

Toy Motor

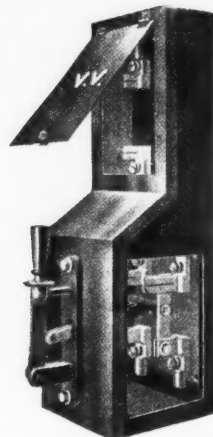
From ELECTRICAL MERCHANDISING, November, 1917

The A. C. Gilbert Company of New Haven, Conn., has developed a die-cast toy motor which incorporates a number of interesting features. This motor, it is said, has been designed as a rugged toy for operation on batteries. It has a reversing switch attachment so that it is a practical unit for all purposes for which a toy motor could be used, and in addition can be used for practical work requiring a motor of small rating for operation on a battery.

Quick-Break Safety Switch

From ELECTRICAL MERCHANDISING, November, 1917

In the inclosed switch, known as type "DF," now being manufactured by the V. V. Fittings Company, Philadelphia, Pa., both "quick-make" and "quick-break" features are incorporated. The fuse compartment cannot be opened while the switch is in, and an interlocking device prevents closing the switch while the fuse chamber is open. Heavy sheet steel is used in the box construction. Side openings are provided to allow room for wiring. The switch is made in sizes for 250, 500 and 600 volts, and from 30 to 1000 amp.



Clip These for Your Card or Loose-Leaf File of New Merchandise 

Miniature Lamp Decorative Outfit

From ELECTRICAL MERCHANDISING, November, 1917

An auxiliary outfit of electrically illuminated figures and flowers for use with its eight-light outfit is being put on the market by the Triangle Electro Trading Company of 79 Chambers Street, New York City. Five of the fancy 3½-volt bulbs are designed for connection in series and take the place of a single 14-volt lamp. The bulbs for use with the miniature outfit may be selected from a various assortment of roses, animals, figures, etc. The equipment is useful for table decorations and for showcase and store-window display.



Pony-Type Snap Switches

From ELECTRICAL MERCHANDISING, November, 1917

Pony-type snap switches are being made by the General Electric Company, Schenectady, N. Y., with the standard pony size base, but equipped with porcelain covers and handles so that the switches can be used in exposed places where they are liable to be subjected to corroding influences from the weather.

These new snap switches are made in single-pole, 3-amp., 250-volt, 5-amp., 125-volt sizes, with both closed and slotted bases, as desired, and in indicating or non-indicating types.

Panel Switches for Cartridge Fuses

From ELECTRICAL MERCHANDISING, November, 1917

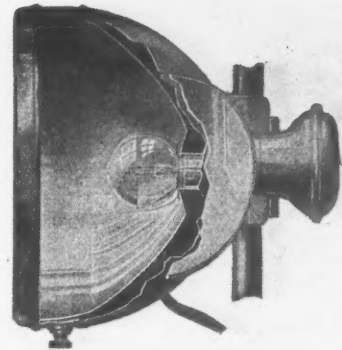


The Bryant Electric Company of Bridgeport, Conn., announces an addition to its line of dead front panel switches. Where the conditions do not permit of the use of plug fuses, as, for instance, on circuits above 125 volts, a panel unit with connections for cartridge fuses can be used. Each unit is complete in itself, consisting of a substantial porcelain base, upon which are mounted two demountable switch mechanisms with fuse connections, ready for connecting to the circuits. Aside from the feature of convenience, the method affords safety against shock to the operator. The entire front of each unit is fully protected by substantial sheet fiber. The covers or fronts of these units are regularly furnished in black enamel.

Automobile Spotlight

From ELECTRICAL MERCHANDISING, November, 1917

The latest automobile electric spotlight produced by the Pittsburgh (Pa.) Electric Specialty Company is designed so that it may be equipped with locking clamps to comply with various city statutes. Many rulings have recently been passed, forbidding the use of spotlights which throw any direct rays over a horizontal line 42 in. from the ground. Used with the new clamp the "parabolite" complies with the regulations. This spotlight uses a triple reflector designed to concentrate all the rays into a beam of uniform intensity, eliminating glare. The lamp has an outside focusing adjustment, and a 4-in. adjustable rear-vision diminishing mirror is provided. The standard finish is black japan.



Compensarc for Projection Lamps

From ELECTRICAL MERCHANDISING, November, 1917

A new "Compensarc" has been developed by the General Electric Company, Schenectady, N. Y., to control the current for the new Mazda projection lamps that have just been put on the market. In order that the projection with these new lamps shall attain the highest efficiency and economy a current control must be used.

The "Type I" compensarc is a self-contained device requiring no auxiliary attachments and is rated at 750 watts, 110 to 220 volts a.c. primary and 20 to 30 volts secondary. It is compactly arranged in a sheet metal case 20 in. long, 9 in. wide and 6 in. deep, arranged for wall mounting at a point convenient to the projection machine operator. The working parts consist of a compensator, starting switch, rheostat and ammeter. The starting switch, rheostat handle and ammeter all appear on the face of the cabinet panel where they are handy to the operator. The starting switch at starting up the lamp automatically puts some resistance in the lamp circuit so that excessive rush of current through the cold lamp filament is prevented.

Electric Glue Pot

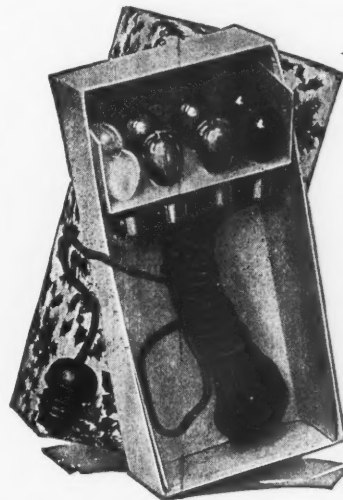
From ELECTRICAL MERCHANDISING, November, 1917

A dry-heat electric glue pot in which it is claimed that the consumption of electricity is kept down to a minimum because the insulation prevents loss of radiation and waste of energy has been placed on the market by the Mabey Electric & Manufacturing Company of Indianapolis, Ind. The heat-retaining jacket is constructed of heavy ingot iron, finished in black enamel with copper glue cup and wiping rod.

Keyless Receptacle

From ELECTRICAL MERCHANDISING, November, 1917

The demand for a mogul-base porcelain receptacle for conduit box and large sign work is met by the General Electric Company, Schenectady, N. Y., with a new receptacle having a capacity of 1500 watts, 250 volts. This receptacle takes a 2 3/16-in. hole in the sign front, and the socket is adapted for mogul-base lamps.



Electric Christmas Tree Outfit

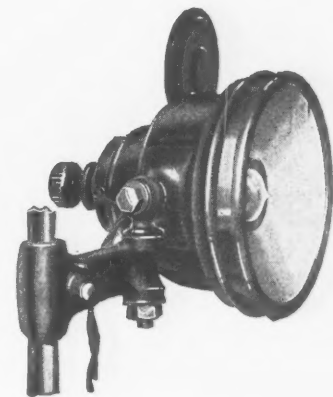
From ELECTRICAL MERCHANDISING, November, 1917

A prominent feature of the "Diamond" electric Christmas tree outfit now being marketed by the Import Sales Company, 324 East Thirty-second Street, New York City, is the parallel cord with which it is equipped. This type of flexible connection has been sanctioned for this use by the National Electric Code. Each outfit is tested before shipment, and the packing is so arranged that the dealer may make his own test without removing the lamps from the case. Sets of these decorative lamps are supplied with eight, sixteen, twenty-four and thirty-two lights, with either Mazda or carbon bulbs.

Adjustable Searchlight for Motor Cars

From ELECTRICAL MERCHANDISING, November, 1917

The "Red Spot" searchlight, manufactured by the F. W. Wakefield Brass Company of Vermilion, Ohio, combines the advantages of the ordinary searchlight with the protective features of a red danger signal. A red cylinder is advanced, by the pressure of a button, to encircle the lamp and thus the parabolic rays are intercepted and turned from white to red. When making roadside repairs the lamp shows a red light ahead, which prevents the car from being sideswiped on narrow country roads. The red light feature can be used to advantage in giving notice of turning, stopping or when leaving a garage for the road and in an emergency it can be used as a tail light. The lamp, rotary type switch, socket and red cylinder are removable in one unit from the rear, thus avoiding all chance of damaging the reflector. The parabolic reflector is made of brass, triple coated with copper, nickel and highly-polished silver plate. A universal bracket with smooth, rust-protected joint permits the light rays to be easily directed.



Each item will fit a 3-in x 5-in. standard filing card. Simply clip and paste on card (or loose-leaf sheet), filing under proper heading for ready reference when you are in the market for electrical appliances or supplies.

John L. Livers, vice-president of the Charlottesville & Albemarle Railway Company, presents some interesting figures concerning electric range growth at Charlottesville, Va., in the annual report of the company just issued. An account of electric range selling methods at Charlottesville was given in **ELECTRICAL MERCHANDISING** for April under the title, "The Electric Range and the Colored Cook." The summer campaign for the sale of electric ranges, it is now reported, resulted in the installation of forty-five ranges, aggregating 257.5 kw., which is almost equal to the company's connected load in motors.



"Ohm, James!" chorused these vacationists from the Erner Electric Company of Cleveland when it was discovered that the good ship "Spray" was running low on commissary stock out in the wilds of Lake Erie. Reading from left to right the victims of water wanderlust are R. E. Flower, J. A. Milner, A. A. Rutter and F. A. Groene

H. Boker & Company, Inc., 101-103 Duane Street, New York, have prepared a table in pocket booklet form for distribution gratis to those interested, showing the cost per hour of energy consumed at any rate from 1 cent up to 10 cents per hour and for any wattage from 1 watt up to 1000 watts.

Guy Hastings has been appointed manager of Chicago sales for the National X-Ray Reflector Company.

A. L. Smith, Jr., has joined the forces of the Rathbone-Sard Electric Company, Inc., Albany, N. Y., as New England representative for the sale of ranges and heating appliances, with an office at 65 High Street, Boston, Mass.

The Nugent Electrical Supply Company, New York City, has announced that it is now established at 7 West Twenty-ninth Street and is prepared to do business as jobber in electrical supplies. Frank L. Nugent and Walter Williamson of the company have had broad experience in the line for many years and assure customers of courteous and efficient service at all times.

Lieut. Harry Turnock, formerly an electrical contractor of Cleveland and prominent in the National Electrical Contractors' Association, recently sailed for France, where he is an officer of artillery. Lieutenant Turnock recently disposed of his business interests in Cleveland and took a six months' course in the ordnance coast artillery school at Fortress Monroe, Old Point Comfort, Va.

A. C. Cornell, who has been house-goods specialist in the St. Louis branch house of the Western Electric Company, has been appointed sales manager of the Denver, Col., branch house of that company.

Norman B. Hickox has been appointed sales manager of the National X-Ray Reflector Company to succeed Ernest H. Cameron, who has resigned and is now located at Seattle, Wash.

The Ward Leonard Electric Company of Mount Vernon, N. Y., manufacturer of electric controlling devices and vitreous enamel insulation resistance units, announces that it is now represented in Cleveland, Ohio, by **Walter P. Ambos Company**, the Arcade.

The "Sometime" Man

"Sometime, I'm going to check my stock
And put it up to date,
Sometime, I'll study up my costs
Lest there be some mistake,
Sometime, I'll classify complaints
And put my service right,
Sometime, I'll raise a great 'halloo'
And be quite 'out of sight.'"

So cries the man of good intent,
Who puts off till next day
These things on which his rival thrives,
Who does without delay.
This "sometime talk" is mighty bad,
Though common it may be;
It drains the very heart of things
And makes a "dub" of thee.

Sometime we hope to ease our feet
And "can" our timid fears;
But this, my boys, we'll never do
Through all our business years.
Unless whatever faults we see
We forthwith set to right,
The man who puts off till next day

Westinghouse Electric Heating and Cooking Appliances, such as flat-irons, toaster stoves, percolators, milk warmers, radiators, immersion heaters and solder pots are described in catalog 8-C just issued by the Westinghouse Electric & Manufacturing Company of East Pittsburgh, Pa. The "Sew-Motor" for sewing machines is also described.

C. C. DeBruler, who until recently was selling electric ranges for the Milwaukee (Wis.) Electric Railway & Light Company, is now handling the range sales of the Colorado Power Company, at Montrose, Col., and six other towns which are operated by the company.



Here's a great chance to talk about periscopes and sub-chasers and freedom of the seas, but "Commodore" J. C. McQuiston, manager of the Westinghouse department of publicity, is strong for originality. So we won't mention any of those obvious things.

The Holophane Glass Company, Inc., 340 Madison Avenue, New York City, has issued a new publication entitled: "Holophane Developments for Type C Lamps." It is a semi-technical treatise, in the form of a catalog, dealing with the newest lighting units which this company has designed for the type C lamp. A copy of this booklet may be had by writing to the Holophane Company.

Leland L. Rounds, formerly employed by the National X-Ray Reflector Company of New York, now an aviator in the army of the Allies, succeeded in bringing down a German aeroplane on his maiden flight over the enemy's lines. Former salesman Rounds now carries the title Corporal and has been given a brilliant citation and army orders and was decorated with a war cross and the palm.

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